

# General Government

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# Finance Department

**Mission Statement:** The mission of the Finance Department is to provide long-term financial stability to the City through effective expenditure control, reliable and equitable revenue collection practices, sound cash and debt management policies, and responsible accounting, purchasing and pension administration practices.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Personnel	7,330,718	8,272,770	8,740,494	5.7%
Non-Personnel	4,142,837	3,064,918	2,975,632	-2.9%
Capital Goods Outlay	0	26,185	26,185	0.0%
Total Expenditures	\$11,473,555	\$11,363,873	\$11,742,311	3.3%
<b>Less Revenues</b>				
Internal Service	129,438	44,600	44,600	0.0%
Special Revenue Fund	250,277	557,154	612,186	9.9%
Total Designated Funding Sources	\$379,715	\$601,754	\$656,786	9.1%
<b>Net General Fund Expenditures</b>	<b>\$11,093,840</b>	<b>\$10,762,119</b>	<b>\$11,085,525</b>	<b>3.0%</b>
<b>Total Department FTE's</b>	<b>90.5</b>	<b>91.5</b>	<b>92.5</b>	<b>1.1%</b>

### Highlights

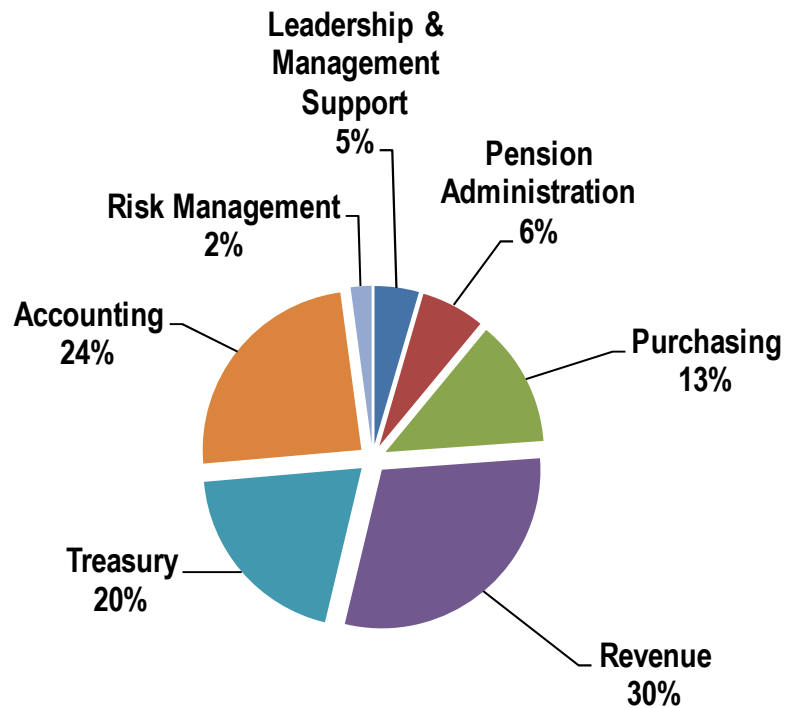
- In FY 2014 the General Fund budget increases \$323,406 or 3.0%.
- In FY 2014 personnel costs increase by \$467,724 or 5.7%. This is due to the addition of a new Compliance Officer position, anticipated to increase City revenue by at least \$140,000 from delinquent tax collection, which exceeds the cost of the position. Additional increases resulted from the reclassification of several positions to reflect an expansion in responsibilities and to address internal and external salary inequities in compensation when compared to the market. There was also an increase in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.
- Non-personnel costs decrease by \$89,286 or -2.9%. The City has modified the parking adjudication process and is eliminating a parking adjudication contract (\$134,580). The remaining responsibility will be shifted back to the General District Court. This decrease is partially offset by three current service adjustments: \$10,044 in publication and outreach materials for the Pension Administration Division; \$21,291 for the department's share of the maintenance cost of the new Enterprise Resource Planning (ERP) system; and a \$13,959 increase in lease agreements.
- The increase in the Special Revenue Fund will support the increases associated with benefit cost increases and the 1% shift in the pay scale described above for those employees who are funded by the City's pension plan (individuals who are responsible for plan administration).

# Finance Department

## Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Bond ratings achieved with each bond issue	AAA/Aaa	AAA/Aaa	AAA/Aaa
% of compliance with City adopted debt policies in last fiscal year	100%	100%	100%
Overall collection rate for current year taxes	99%	99%	99%
% of GFOA standards met on financial reporting	100%	100%	100%

## FY 2014 Proposed Expenditures by Program



# Finance Department

## Program Level Summary Information Expenditure Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Leadership and Management Support	\$1,375,491	\$470,990	\$529,288	12.4%
Pension Administration	418,679	652,253	761,189	16.7%
Purchasing	1,133,131	971,674	1,512,145	55.6%
Revenue	3,210,115	3,619,383	3,508,237	-3.1%
Treasury	2,312,456	2,588,472	2,332,932	-9.9%
Accounting	2,691,144	2,923,136	2,849,336	-2.5%
Risk Management	332,539	137,965	249,184	80.6%
<b>Total Expenditures</b>	<b>\$11,473,555</b>	<b>\$11,363,873</b>	<b>\$11,742,311</b>	<b>3.3%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Leadership and Management Support	2.8	2.7	3.2	18.9%
Pension Administration	3.0	6.0	6.0	0.0%
Purchasing	8.0	8.0	11.2	39.4%
Revenue	37.3	35.7	33.1	-7.2%
Treasury	17.5	17.5	17.3	-1.4%
Accounting	19.5	20.7	19.7	-4.8%
Risk Management	2.5	1.0	2.2	126.3%
<b>Total full time employees</b>	<b>90.5</b>	<b>91.5</b>	<b>92.5</b>	<b>1.1%</b>

Finance Programs and Activities		Dept Info
<b>Leadership &amp; Mgmt Support Services</b> Leadership & General Mgmt  <b>Pension Administration</b> Pension Investment Retirement Plan Admin.  <b>Revenue</b> Business & Personal Property Tax Assessment Delinquent Tax Collections Tax Audit, Research & Analysis Taxpayer Assistance/ Customer Relations  <b>Purchasing</b> Purchasing	<b>Treasury</b> Payment Processing Tax Billing Cash Management/ Investment  <b>Accounting</b> Financial Reporting Paying & Billing Vendors/Employees Reconciliations  <b>Risk Management</b> Tort Claims Management Workplace & General Safety Management Liability/Property Insurance Management Workers Comp Claims Management	<b>Department Contact Info</b> 703.746.3900 <a href="http://alexandriava.gov/finance/">http://alexandriava.gov/finance/</a>  <b>Department Head</b> Laura Triggs, CPA, Chief Financial Officer 703.746.3900 <a href="mailto:laura.triggs@alexandriava.gov">laura.triggs@alexandriava.gov</a>  <b>Department Staff</b> Debbie Kidd, JD, Dep. Dir. of Finance - Revenue Ray Welch, Comptroller Steven Bland, Retirement Administrator David Clark, Assistant Dir. of Finance - Treasury Stephen Taylor, Acting Purchasing Agent

# Finance Department

## Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide leadership and oversight to the Department and to issue City debt in order to provide long-term financial stability for the City.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% Total All Funds Budget	12.0%	4.1%	4.5%
Total Expenditures	\$1,375,491	\$470,990	\$529,288
Less Revenues	\$129,438	\$44,600	\$44,600
Net General Fund Expenditures	\$1,246,053	\$426,390	\$484,688
Program Outcomes			
Demonstrate long-term financial stability by maintaining bond rating	AAA/Aaa	AAA/Aaa	AAA/Aaa

### Activity Data

LEADERSHIP AND GENERAL MANAGEMENT: The goal of Leadership and General Management is to maintain the City's standard of financial excellence by providing citizens, City Council, vendors and employees with competent and comprehensive financial services, sound financial policy recommendations and reporting, and oversight of the collection and disbursement of City funds.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$1,375,491	\$470,990	\$529,288
FTE	2.8	2.7	3.2
\$ amount of revenue collected and funds disbursed	\$2,347,329,666	\$2,088,276,825	\$2,347,329,666
\$ amount of funds disbursed (all funds)	\$1,158,108,796	\$1,002,490,799	\$1,158,108,796
Ratio of Finance Department costs to City budget	1.0%	1.0%	1.0%
% compliance with City adopted debt policies in last fiscal year	100%	100%	100%

# Finance Department

## Pension Administration Program

The goal of the Pension Administration Program is to provide retirement income for retired City employees at a controlled cost to the City.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% Total All Funds Budget	3.6%	5.7%	6.5%
Total Expenditures	\$418,679	\$652,253	\$761,189
Less Revenues	\$249,463	\$483,376	\$537,453
Net General Fund Expenditures	\$169,216	\$168,877	\$223,736
<b>Program Outcomes</b>			
Ratio of annual pension administration program costs to City employer annual contributions	1.9%	2.9%	3.4%

### Activity Data

<b>PENSION INVESTMENT – The goal of Pension Investment is to provide investment earnings for each of the five pension plans in order to meet actuarial assumptions.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$58,839	\$83,023	\$71,236
FTE's	0.3	0.2	0.2
Funds invested at fiscal year end in millions of dollars	\$350.0	\$370.0	\$399.4

<b>RETIREMENT PLAN ADMINISTRATION – The goal of Retirement Plan Administration is to provide suggestions for plan improvements and to manage the outside pension administrator, investment consultant, actuarial, legal counsel and other consultants for the City in order to control pension costs.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$359,840	\$569,230	\$689,953
FTE's	2.8	5.8	5.8
# of plans administered	8	7	8
# of employee/retirees consulting sessions	1,456	1,456	1,456
Cost per employee/retiree served	\$287.55	\$232.64	\$522.79
Ratio of annual pension administration costs to fund assets	0.10%	0.15%	0.17%

# Finance Department

## Revenue Program

The goal of the Revenue Program is to accurately, reliably and equitably assess and collect taxes, and enforce taxpayer compliance in order to maximize city revenues.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% Total All Funds Budget	28.0%	31.8%	29.9%
Total Expenditures	\$3,210,115	\$3,619,383	\$3,508,237
Less Revenues	\$814	\$73,778	\$74,733
Net General Fund Expenditures	\$3,209,301	\$3,545,605	\$3,433,504
<b>Program Outcomes</b>			
Total tax revenue generated for the City in compliance with City regulations	\$487,340,254	\$495,809,214	\$517,944,045

## Activity Data

<b>BUSINESS &amp; PERSONAL PROPERTY TAX ASSESSMENT – The goal of Business and Personal Property Tax Assessment is to identify tax basis and accurately and uniformly assess the appropriate tax in order to maximize City revenues.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$1,361,713	\$1,551,754	\$1,517,396
FTE's	15.4	14.6	13.3
# of tax transactions processed	1,885,596	1,954,529	1,923,308
Cost per tax transaction processed	\$0.72	\$0.79	\$0.79
% of tax assessments processed by due date	100%	100%	100%

<b>DELINQUENT TAX COLLECTION – The goal of Delinquent Tax Collections is to collect delinquent taxes in order to reduce the outstanding tax balance and increase the City's general fund revenue.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$655,773	\$647,429	\$637,782
FTE's	7.09	6.49	6.42
# of demands for payment action sent	164,552	173,608	167,843
Cost per demand for payment action	\$3.99	\$3.73	\$3.80
% of delinquent tax collected annually	97.0%	91.0%	97.0%

<b>TAX AUDIT, RESEARCH &amp; ANALYSIS – The goal of Tax Audit, Research and Analysis is to ensure that business tax returns are filed accurately and to identify unregistered businesses and vehicles in order to maximize City revenues and taxpayer compliance.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$302,483	\$355,770	\$289,408
FTE's	4.3	3.5	2.7
# of tax accounts reviewed/audited	89,572	99,811	91,364
Costs of tax accounts reviewed/audited	\$3.38	\$3.56	\$3.17
\$ amount of revenue generated from audits and compliance activity	\$1,254,716	\$1,200,000	\$1,320,000
Ratio of audit and tax compliance expenses to revenue generated from audits and compliance activities	24.1%	29.6%	21.9%

## Finance Department

### Revenue Program (continued)

The goal of the Revenue Program is to accurately, reliably and equitably assess and collect taxes, and enforce taxpayer compliance in order to maximize city revenues.

<b>TAXPAYER ASSISTANCE/CUSTOMER RELATIONS – The goal of the Taxpayer Assistance and Customer Relations is to administer tax relief programs and provide assistance to taxpayers in order to accommodate their needs pertaining to City and State taxes.</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Approved</b>	<b>FY 2014 Proposed</b>
Expenditures	\$890,146	\$1,064,430	\$1,063,651
FTE's	10.6	11.1	10.8
# of applications processed for tax relief programs	1,342	1,389	1,300
# of tax payers assisted on State tax issues	300	300	300
Cost per application processed	\$26.02	\$25.98	\$30.39
% of applications approved for tax relief	98.0%	98.0%	98.0%
% of survey participants reporting satisfaction with customer service	99%	99%	99%



# Finance Department

## Treasury Program

The goal of the Treasury Program is to generate accurate and timely tax bills, process revenues efficiently and invest City funds prudently to maximize City revenues and promote high quality customer service.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% Total All Funds Budget	20.2%	22.8%	19.9%
Total Expenditures	\$2,312,456	\$2,588,472	\$2,332,932
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,312,456	\$2,588,472	\$2,332,932
<b>Program Outcomes</b>			
Maintain an overall collection rate for current year taxes greater than 95%	Yes	Yes	Yes

## Activity Data

<b>PAYMENT PROCESSING – The goal of Payment Processing is to process City revenues in a manner that maximizes interest earnings and promotes high quality customer service.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$1,235,124	\$1,318,797	\$1,401,122
FTE's	9.5	9.6	9.6
# of tax payments processed	218,500	217,000	220,000
# of electronic payments	177,900	169,260	183,700
# of manual payments	40,600	47,740	36,300
# of tax payments processed per FTE	23,000	22,604	23,037
% of tax payments processed electronically	81.4%	78.0%	83.5%

<b>TAX BILLING – The goal of Tax Billing is to maximize revenues while providing high quality customer service by mailing accurate and timely tax bills.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$576,341	\$698,615	\$651,645
FTE's	7.4	7.3	7.1
% of current year personal property tax collected	94.9%	93.8%	95.0%
% of current year real estate tax collected	99.8%	99.6%	99.8%
% of current year business property tax collected (including statutory assessments)	91.8%	91.2%	92.0%

# Finance Department

## Treasury Program (continued)

The goal of the Treasury Program is to generate accurate and timely tax bills, process revenues efficiently and invest City funds prudently to maximize City revenues and promote high quality customer service.

<b>CASH MANAGEMENT/INVESTMENT – The goal of Cash Management and Investment is to invest City funds in a manner that safeguards principal, ensures liquidity and earns a reasonable rate of return. This function is largely contracted out.</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Approved</b>	<b>FY 2014 Proposed</b>
Expenditures	\$315,474	\$326,895	\$280,165
FTE's	0.7	0.7	0.7
Average month end portfolio dollar balance	\$140,000,000	\$110,000,000	\$145,000,000
City's rate of return	0.5%	0.5%	0.5%

<b>PARKING ADJUDICATION-The goal of Parking Case Adjudication is to provide an efficient and convenient method of adjudicating parking infractions as an alternative to Court adjudication.</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Approved</b>	<b>FY 2014 Proposed*</b>
Expenditures	\$185,517	\$244,165	\$0
FTE's	0.0	0.0	0.0
# of cases concluded	4,500	7,000	0
% of cases adjudicated without appeal	98.5%	99.9%	0.0%

\*In FY14 the City has modified the parking adjudication process eliminating a parking adjudication contract and shifting the remaining responsibility back to the General District Court.

# Finance Department

## Accounting Program

The goal of the Accounting Program is to provide the City Manager, City Council, employees, departments and the public with internal controls and financial information to support effective financial management decisions.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% Total All Funds Budget	23.5%	25.7%	24.3%
Total Expenditures	\$2,691,144	\$2,923,136	\$2,849,336
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$2,691,144	\$2,923,136	\$2,849,336
<b>Program Outcomes</b>			
% GFOA standards met without comment on Financial Reporting	100%	100%	100%

## Activity Data

<b>FINANCIAL REPORTING – The goal of Financial Reporting is to provide financial information for City stakeholders in order to make financial decisions and comply with laws and reporting requirements.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$1,149,714	\$1,285,970	\$1,348,870
FTE's	4.3	5.2	5.7
# of audit reports issued	4	4	4
% of audit reports issued by due date	100%	100%	100%

<b>PAYING &amp; BILLING EMPLOYEES/VENDORS – The goal of Paying and Billing Vendors and Employees is to provide receipt and payment processing and control for City departments, employees and vendors in order to appropriately manage their own finances.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$1,197,628	\$1,230,955	\$1,214,706
FTE's	11.55	11.49	10.94
# of employees processed annually	4,847	4,300	4,300
# of transactions processed	478,432	485,000	488,001
Cost per transaction	\$2.50	\$2.54	\$2.49
% of payrolls processed within required time frame	100%	100%	100%
% of vendors paid within required time frame	97.0%	97.0%	97.0%

<b>RECONCILIATIONS – The goal of Reconciliation is to provide internal controls over financial information for City stakeholders in order to accurately report the results of the City's financial transactions comply with laws and reporting requirements.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$343,802	\$406,211	\$285,760
FTE's	3.6	4.0	3.1
# of capital, debt, bank, health and workers comp reconciliations produced	2,690	2,802	2,914
Cost per reconciliation produced	\$127.81	\$144.97	\$98.06
% of reconciliations issued within a desired timeframe	99.0%	99.0%	99.0%

# Finance Department

## Risk Management Program

The goal of Risk Management is to review safety, handle claims, manage cases, manage the City's insurance policies, and provide loss control for the City and the public in order to preserve City assets.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% Total All Funds Budget	2.9%	1.2%	2.1%
Total Expenditures	\$332,539	\$137,965	\$249,184
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$332,539	\$137,965	\$249,184

### Activity Data

<b>TORT CLAIMS MANAGEMENT – The goal of Tort Claims Management is to provide courteous, expeditious and fair handling of routine claims by residents and others against the City.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$34,152	\$0	\$27,166
FTE's	0.3	0.0	0.0
# of claims handled	81	110	100
Administrative cost per claim	\$422	\$0	\$272
% of claims settled within 6 months	9000%	90%	9000%
<b>WORKPLACE &amp; GENERAL SAFETY MANAGEMENT – The goal of Workplace and General Safety Management is to assist City operating departments in maintaining a safe, and OSHA and CDL compliant, work environment, and in identifying and reducing liability exposure from City operations and properties.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$167,697	\$93,993	\$185,357
FTE's	1.0	0.7	1.9
# of safety consultations	140	125	130
Cost per request	\$1,198	\$752	\$1,426
% of requests resolved within 7 work days	80%	87%	85%
<b>LIABILITY/PROPERTY INSURANCE MANAGEMENT – The goal of Liability/Property Insurance Management is to efficiently procure and administer the City's casualty insurance and liability reinsurance policies and programs.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$66,370	\$28,744	\$25,214
FTE's	0.5	0.2	0.2
# of policies obtained	13	15	15
Administrative cost per policy	\$5,105	\$1,916	\$1,681
% of exposure reduced through insurance/reinsurance	50%	50%	50%
<b>WORKERS COMP CLAIMS MANAGEMENT – The goal of Workers Comp Claims Management is to efficiently administer the City's Workers Compensation program.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$64,320	\$15,228	\$11,447
FTE's	0.8	0.1	0.1
# of claims handled	280	235	240
Administrative cost per claim	\$230	\$65	\$48
% of claims closed within 12 months	90%	90%	90%

# Finance Department

## Purchasing Program

The goal of the Purchasing Program is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficient and cost effective manner and to treat all vendors equitably and with the highest standards of integrity.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% Total All Funds Budget	9.9%	8.6%	12.9%
Total Expenditures	\$1,133,131	\$971,674	\$1,512,145
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,133,131	\$971,674	\$1,512,145
<b>Program Outcomes</b>			
Percentage of significant contracting actions executed for clients within mutually agreed time frames	85.0%	85.0%	85.0%

## Activity Data

<b>PURCHASING – The goal of Purchasing is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficient and cost effective manner and to treat all vendors equitably and with the highest standards of integrity.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$1,133,131	\$971,674	\$1,512,145
FTE's	8.0	8.0	11.2
# of significant contracts administered	469	550	500
Staff cost per # of significant contracts administered	\$2,416	\$1,767	\$3,024
Percentage of significant contracting actions executed for clients within mutually agreed time frames	85%	85%	85%
Revenue generated from sales of surplus property and impounded vehicles and procurement card rebates	\$679,930	\$800,000	\$700,000
Percentage of the number of vendor payments made with procurement cards	44.0%	45.0%	48.0%

# Finance Department

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2014 Proposed
<b>Pension Administration</b>	<i>Publication and Outreach Materials.</i>	<b>\$10,044</b>
Increased non-personnel costs associated with the additional staff in the Pension office.		
<b>Various</b>	<i>ERP System Maintenance</i>	<b>\$21,291</b>
This is an increase of \$21,291 from the previous amount spent (\$147,176) on the Performance Accounting, Performance Asset Management, and eProcure systems, which will now be spent for the Finance Departments share of the new Enterprise Resource Planning system.		

### Supplemental Adjustments

Activity	Adjustment	FY 2014 Proposed
<b>Delinquent Tax Collections</b>	<i>Creation of New Position to Improve Tax Compliance</i>	<b>1.0 FTE \$66,498</b>
With the addition of a new Compliance Officer position the department will be able to audit and identify non-compliant businesses and residents and reach out to educate and bring them into compliance. This is anticipated to increase delinquent tax collection.		

### Expenditure Reductions

Activity	Reduction	FY 2014 Proposed
<b>Parking Adjudication</b>	<i>Shift of Costs to Courts</i>	<b>(\$134,580)</b>
This reduction will eliminate the current parking adjudication contract. Going forward all parking ticket disputes will be taken to the General District Court for consideration.		

# General Services Department

**Mission Statement:** The mission of the Department of General Services is to provide exceptional management of the City's Real Estate, Property, Fleet Maintenance and Support Services.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Personnel	\$5,756,546	\$6,392,429	\$6,657,434	4.1%
Non-Personnel	6,928,673	5,870,827	5,908,346	0.6%
Capital Goods Outlay	60,485	302,168	2,000	-99.3%
Interfund Transfers	77,931	0	0	0.0%
<b>Total Expenditures</b>	<b>\$12,823,635</b>	<b>\$12,565,424</b>	<b>\$12,567,780</b>	<b>0.0%</b>
<b>Less Revenues</b>				
Internal Service	\$17,705	\$300,168	\$0	-100.0%
ARRA - Stimulus	349,142	0	0	0.0%
Special Revenue Fund	156,588	67,393	76,913	14.1%
<b>Total Designated Funding Sources</b>	<b>\$523,435</b>	<b>\$367,561</b>	<b>\$76,913</b>	<b>-79.1%</b>
<b>Net General Fund Expenditures</b>	<b>\$12,300,200</b>	<b>\$12,197,863</b>	<b>\$12,490,867</b>	<b>2.4%</b>
<b>Total Department FTE's</b>	<b>70.0</b>	<b>67.0</b>	<b>66.0</b>	<b>-1.5%</b>

### Highlights

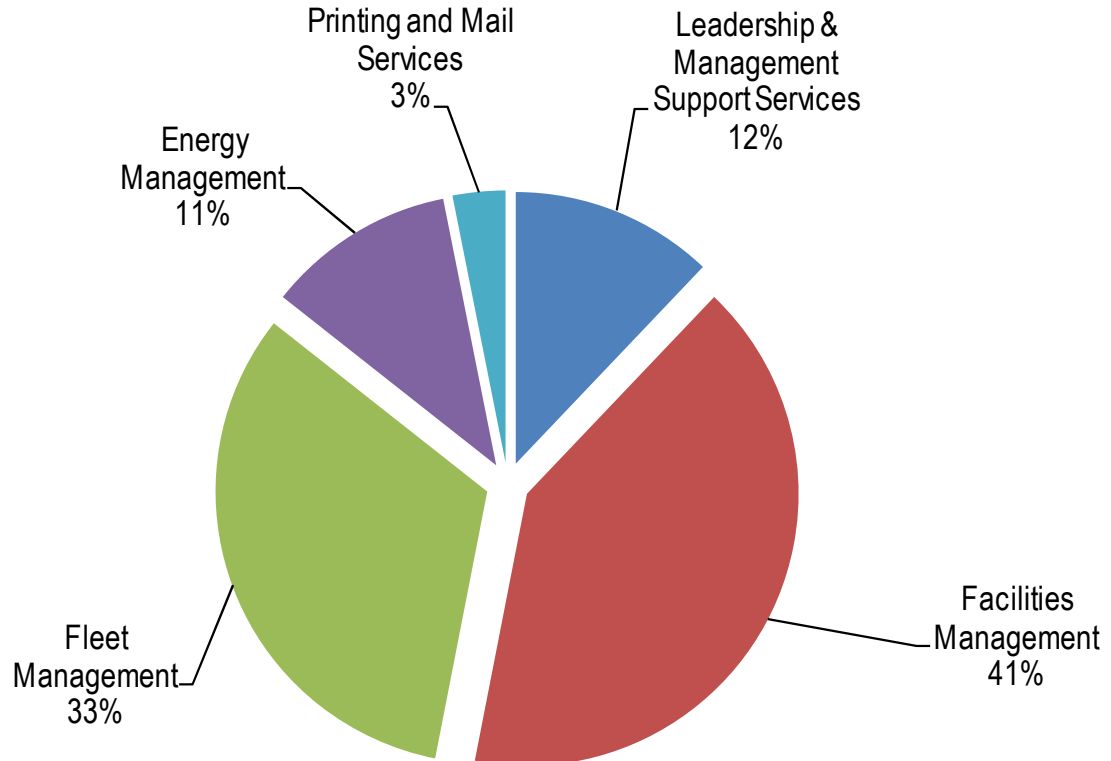
- In FY 2014, the General Fund budget will increase by \$293,004, or 2.4%.
- Personnel costs increase by \$265,005, or 4.1%. This is attributed to benefit cost increases and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%. The increasing costs have been offset by the elimination of the Space Planner position. The work performed by the full time position will be shifted to as-needed contract support.
- Total non-personnel costs increase by \$37,519, or 0.6%. Contract adjustments for building maintenance, custodial services and office space rental (\$73,973) are offset by the shift of the marina security contract (-\$59,871) to the Department of Recreation, Parks and Cultural Activities, where it is more closely aligned with their activities related to the City's marina. Additional resources have been added to the non-personnel budget for future vehicle replacement (\$34,495). The automation of several City-owned parking lots is expected to produce a savings of \$100,000. All significant non-personnel adjustments are described more fully in the Summary of Budget Changes at the end of this Department's section.
- In FY 2014, there are no vehicles scheduled for replacement. As a result, the budget for the Internal Service Fund is reduced to \$0.

# General Services Department

## Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
# of square feet of property managed	2,482,107	2,305,102	2,489,809
Processing and Delivery Cost per Piece of Mail (U.S. Post Office & Inter-Office mail)	\$0.24	\$0.24	\$0.26
Number of vehicle equivalents per technician (Best practice is 110 or more)	115	129	115

## FY 2014 Proposed Expenditures by Program





# General Services Department

## Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Leadership & General Management	\$1,880,776	\$2,070,275	\$1,805,642	-12.8%
Facilities Management	\$6,211,534	\$5,885,411	\$6,106,054	3.7%
Fleet Management	\$5,158,838	\$3,949,629	\$4,855,570	22.9%
Energy Management	\$1,881,411	\$1,831,857	\$1,676,453	-8.5%
Printing and Mail Services	\$455,054	\$450,340	\$465,582	3.4%
Less Recovered Costs For Printing Services	-\$156,266	-\$120,000	-\$120,000	0.0%
Less Recovered Costs For Fleet Management	-\$2,607,712	-\$1,502,088	-\$2,221,521	47.9%
<b>Total Expenditures</b>	<b>\$12,823,635</b>	<b>\$12,565,424</b>	<b>\$12,567,780</b>	<b>0.0%</b>

## Staffing Summary

Authorized Positions (FTE's) by Program <sup>1</sup>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Leadership & General Management	10.2	10.6	10.4	-2.4%
Facilities Management	32.4	32.3	31.9	-1.4%
Fleet Management	21.5	18.1	19.0	5.0%
Energy Management	1.3	2.3	0.8	-65.2%
Printing and Mail Services	4.9	3.9	4.0	2.6%
<b>Total full time employees</b>	<b>70.0</b>	<b>67.0</b>	<b>66.0</b>	<b>-1.5%</b>

<sup>1</sup> The fluctuation in FTEs between FY 2013 and FY 2014 reflects a reallocation of positions, most significantly 1.7 FTEs in the Energy Management Program to activities within the Facilities Management Program to more accurately depict their responsibilities. Facilities Management is reduced by one FTE to reflect the elimination of the Space Planner position. Other fluctuations between programs and activities reflect reallocations of existing positions, not an overall change in the Department's FTE level.

## General Services Programs and Activities

### Leadership & Mgmt Support Services

Leadership and General  
Management  
Contracts Management  
Real Estate Management

### Fleet Management

Fleet Operations  
Parts  
Fuel Acquisition

### Energy Management

Energy & Consumption Management

### Facilities Management

Support Services  
Planning and Design  
Portfolio Management  
Parking Management

### Printing & Mail Services

Printing Services  
Self-Service Copy  
Management  
Mail Distribution

## Dept Info

### Department Contact Info

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### Department Staff

Alfred Coleman, Deputy Director, Administration  
Vacant, Deputy Director, Planning, Construction and Facilities  
Michael Stewart, Division Chief, Administration  
Prabhakar Rao, Division Chief, Fleet Services  
Vacant, Portfolio Manager  
Patrice McAulliffe, Portfolio Manager  
Donna Poillucci, Portfolio Manager  
Bill Eger, Energy Manager

# General Services Department

## Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide for clear direction in administrative program support functions to line divisions in support of their programs and activities.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% of Total All Funds budget	12.1%	14.6%	12.1%
Total Expenditures	\$1,880,776	\$2,070,275	\$1,805,642
Less Revenues	\$135,911	\$367,561	\$70,525
Net General Fund Expenditures	\$1,744,865	\$1,702,714	\$1,735,117
<b>Program Outcomes</b>			
% of customers who rate the service provided by the Department of satisfactory or better General Services	71%	85%	80%

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the General Services Department.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$1,222,460	\$1,552,636	\$1,338,177
FTE's	6.6	7.9	7.9
# of personnel managed	70.0	67.0	66.0
Number of Full Time Employees	70.0	70.0	66.0
% of departmental service delivery programs within approved budget	98%	90%	90%

CONTRACTS MANAGEMENT – The goal of Contracts Management is to provide procurement and contracting support to line divisions in relation to solicitation, award, and administration of contracts assuring compliance with City, State and federal procurement policies and procedures.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$324,080	\$136,502	\$138,055
FTE's	2.5	1.6	1.3
# of contracts managed	64	25	80
% of contracts awarded and maintained without dispute or lapse	90%	90%	100%

REAL ESTATE MANAGEMENT - The goal of the Real Estate Management activity is to provide for leased space to departments and agencies that require such space in support of their missions, programs and activities.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$334,236	\$381,137	\$329,410
FTEs	1.1	1.1	1.3
Average cost per square foot of leased space managed by the City	\$25	\$26	\$27
% of leases maintained in compliance with lease terms and conditions	100%	100%	100%

# General Services Department

## Facilities Management Program

The goal of Facilities Management is to provide for the planning and design required for the construction and renovation of City facilities to improve and enhance the delivery of the occupying agency's service programs, as well as to provide facility maintenance and repair services to all City departments and agencies housed in City-owned or leased facilities assuring continual operation of those facilities from which the departments and agencies can carry out their missions, programs and activities.

In FY 2013, General Services undertook a significant reorganization to improve their ability to monitor the cost of maintaining and managing City facilities. The fluctuations in FTEs between activities in this Program are the result of further refinements stemming from this reorganization. The only FTE reduction occurred in the Planning and Design Activity with the elimination of the Space Planning position.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% Total All Funds Budget	39.8%	41.5%	41.0%
Total Expenditures	\$6,211,510	\$5,885,411	\$6,106,054
Less Revenues	\$38,382	\$0	\$6,388
Net General Fund Expenditures	\$6,173,128	\$5,885,411	\$6,099,666
<b>Program Outcomes</b>			
% of customers who rate service provision satisfactory or better*	75%	80%	88%

## Activity Data

<b>SUPPORT SERVICES – The goal of Support Services is to support the Farmers Market, special events at City Hall, and both scheduled and non-scheduled City meetings, as well as to quickly provide minor, unplanned facility upkeep services in order to make available quality meeting, event and office spaces for City operations.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$214,660	\$625,944	\$369,745
FTE's	4.5	6.7	4.7
# of events managed	354	357	370
Cost per managed event	\$606	\$800	\$999
% of customers who rate service provision satisfactory or better	90%	90%	90%
% of work orders that are repair versus preventative	65%	60%	65%

<b>PLANNING &amp; DESIGN – The goal of Planning &amp; Design is to provide for the development and management of capital improvement projects as submitted by City Departments and agencies; and to provide for space planning services to departments and agencies in support of their missions, programs and activities.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$746,566	\$838,694	\$582,114
FTE's	9.2	8.6	3.7
<b>CIP Development - New Building/New Design and Construction</b>			
# of projects for consideration in the Capital Improvement Program	16	10	14
<b>Project Management</b>			
# of projects managed	17	15	14
% of projects completed on schedule	60%	95%	100%
% of projects completed on budget	80%	95%	100%

# General Services Department

## Facilities Management Program (continued)

### Activity Data

<b>PORTFOLIO MANAGEMENT – The goal of Portfolio Management is to provide property management services for City-owned and leased buildings, including preventative maintenance and management services; capital repairs, maintenance, and renewal projects; customer service; and work order requests in order to ensure safe, reliable, and professional public facilities.</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Approved</b>	<b>FY 2014 Proposed</b>
Expenditures	\$4,296,037	\$3,521,528	\$4,324,015
FTE's	18.6	17.0	23.5
# of square feet of property managed	2,482,107	2,305,102	2,489,809
Total cost per square foot of property managed	\$0.58	\$0.65	\$0.58
% of customers who rate services satisfactory or better	62%	70%	70%

<b>PARKING MANAGEMENT - The goal of Parking Management is to provide management services and safe and accessible parking spaces for the operation of City-owned surface and garage lots assuring maximum parking availability to prospective users.</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Approved</b>	<b>FY 2014 Proposed</b>
Expenditures	\$954,247	\$899,245	\$830,180
FTE's	0.1	0.0	0.0
# of spaces managed and maintained*	1,022	1,022	1,022
Revenue collected per space maintained	\$2,135	\$2,300	\$2,300
% of spaces utilized and maintained	100%	100%	100%

\*Includes 87 free employee spaces located at Union Station and pay employee lot located at Pitt and Oronoco.

# General Services Department

## Fleet Management Program

The goal of Fleet Management is to provide for repairs, maintenance and fueling of City owned vehicles in an efficient and cost effective manner in order to keep all vehicles operating safely and efficiently (Excludes Fire & EMS vehicles and apparatus).

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% Total All Fund Budget	33.1%	27.8%	32.6%
Total Operating Expenditures	\$5,158,838	\$3,949,629	\$4,855,570
Less Revenues	\$77,931	\$0	\$0
Net General Fund Expenditures	\$5,080,907	\$3,949,629	\$4,855,570
Program Outcome			
Average maintenance cost per unit *	N/A	\$1,595.00	N/A

\*New measure.

## Activity Data

<b>FLEET OPERATIONS – The goal of Fleet Operations is to provide new vehicle commissions; inspections; preventative maintenance and repair; emergency response; decommissioning and disposals of units; and specifications and acquisition support in order to ensure City Departments have a safe, reliable, and efficient vehicle fleet to support their missions.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$2,409,567	\$2,183,561	\$2,292,219
FTE's	17.4	16.4	17.0
# of units in the fleet	866	819	900
# of vehicle equivalents	1,034	1,042	1,100
Number of vehicle equivalents per technician (Best practice is 110 or more)	115	129	115
Shop rate below commercial sector rates for the region	44%	12%	44%

<b>PARTS – The goal of Parts Room is to maintain an inventory of parts in-house that are used regularly and routinely to repair and/or maintain City vehicles and related equipment and have them available and in full operating condition for City staff when required.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$346,863	\$228,694	\$236,758
FTE's	3.5	1.3	1.3
# of parts maintained	20,581	18,000	20,000
Parts turnover ratio of inventory value over a year (Best practice is 3 minimum)	2.0	1.8	2.0

# General Services Department

## Fleet Management Program (continued)

### Activity Data

<b>FUEL ACQUISITION &amp; PROVISIONING – The goal of Fuel Acquisition is to acquire and store gasoline and diesel fuel and distribute the fuel for use in City fleet via the City's two refueling stations and monitor the distribution of the fuel through the use of City issued fueling cards.</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Approved</b>	<b>FY 2014 Proposed</b>
Expenditures	\$2,402,408	\$1,537,374	\$2,326,593
FTE's	0.6	0.4	0.8
Cost of fuel	\$2,308,619	\$2,356,250	\$2,500,000
# of gallons purchased	752,661	725,000	750,000
Cost per gallon of fuel	\$3.07	\$3.25	\$3.33

<b>RECOVERED COSTS FROM DEPARTMENTS</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Approved</b>	<b>FY 2014 Proposed</b>
Fleet Management Recovered Costs from Departments	\$ (2,607,712)	\$ (1,502,088)	\$ (2,221,521)

# General Services Department

## Energy Management Program

The goal of Energy Management is to audit and remit for Electric, Natural Gas and Water/Sewer services consumed by all City facilities and operations to ensure reliable and efficient utilities provision; and to provide engineering services and employee outreach and training to reduce utility consumption.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% of Total All Funds Budget	12.1%	12.9%	11.2%
Total Expenditures	\$1,889,890	\$1,831,857	\$1,676,453
Less Revenues	\$271,211	\$0	\$0
Net General Fund Expenditures	\$1,618,679	\$1,831,857	\$1,676,453
Program Outcomes			
Average % reduction in energy units consumed	6.0%	2.0%	2.0%

## Activity Data

ENERGY MANAGEMENT PROGRAM – The goal of Energy Management Program is to audit and remit for Electric, Natural Gas, and Water/Sewer services consumed by all City facilities and operations to ensure reliable, efficient utilities provision; and provide engineering services and employee outreach and training to reduce utility consumption.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$1,889,890	\$1,831,857	\$1,676,453
FTE's <sup>1</sup>	1.3	2.3	0.8
# Of Utility Accounts Managed	363	359	463
Cost per account managed	\$432	\$425	\$425
# of square feet of building space managed	2,390,421	2,390,421	2,430,123
# of square feet of green building space managed	342,476	342,476	382,178
Amount of Electricity Consumed [kWh]*	34,084,000	31,300,000	34,000,000
Amount of Natural Gas [therms]	645,000	610,000	640,000
Amount of Water Consumed [gallons]	66,321,000	70,000,000	65,000,000
Energy Use Index (EUI) [kBtu/ft²]**	75.6	70.2	74.1
Percentage Change in Energy Use Index	6%	-2%	-2%
Amount of Renewable Energy Consumed (kWh)***	15%	15%	16%

<sup>1</sup> The fluctuation in FTEs between FY 2013 and FY 2014 reflects a reallocation of 1.7 FTEs to activities within the Facilities Management Program to more accurately depict their responsibilities.

\* Does not include Street- and Traffic-lighting.

\*\* EUI = [Electricity (kBtu) + Natural Gas (kBtu)] / square feet managed; where 1 kWh = 3.412 kBtu and 1 therm = 100 kBtu

1) EUI is a measurement index considering total energy consumption for facility operations divided by gross square feet. EUI is a measure of energy efficiency. EUI normalizes total energy use by gross square feet to accommodate for changes in gross square feet from fiscal year to fiscal year. While other normalizing parameters (weather, occupancy, information technology infrastructure, etc.) drive energy consumption more so than gross square foot, normalizing by square footage

\*\*\* Renewable energy is from purchased Renewable Energy Credits (RECs) or on-site generation.

# General Services Department

## Printing and Mail Services Program

The goal of Printing and Mail Services is to provide quality printing and finishing services; maintain self-service photocopying machines; and provide mail collection, processing and distribution services for all City departments and agencies.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% Total All Funds Budget	2.9%	3.2%	3.1%
Total Expenditures	\$455,054	\$450,340	\$465,582
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$455,054	\$450,340	\$465,582
<b>Program Outcomes</b>			
% of customers rating printing services as satisfactory or better <sup>1</sup>	98%	90%	90%

### Activity Data

PRINTING – The goal of Printing is to provide printing solutions to City departments and agencies in-house through the use of high-speed copiers or through appropriate third party vendors.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$329,519	\$278,796	\$328,713
FTE's	3.2	2.0	2.2
# of print jobs processed	241	250	400
# of work requests per FTE daily	2	4	2
Cost per high-speed copy (black & white)	\$0.07	\$0.07	\$0.08
Cost per high-speed copy (color)	\$0.23	\$0.23	\$0.24

SELF-SERVICE COPY MANAGEMENT – The goal of Self-Service Copy Management is to maintain the walk-up, self service satellite copiers located in City Hall and to ensure that all copiers are operational and all resources and supplies are provided so that City agencies can complete independent copy jobs in a timely manner.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$34,443	\$55,920	\$31,796
FTE's	0.4	0.5	0.4
# of copies made	65,152	130,000	60,000
# of copy machines operated	3	3	2
Cost per copy (black & white)	\$0.06	\$0.06	\$0.07
Cost per copy (color)	\$0.29	\$0.25	\$0.29



# General Services Department

## Printing and Mail Services Program continued

### Activity Data

MAIL DISTRIBUTION – The goal of Mail Distribution is to provide mail collection, processing and distribution services for all City agencies in a timely manner.	FY 2012	FY 2013	FY 2014
	Actual	Approved	Proposed
Expenditures	\$91,092	\$115,624	\$105,073
FTE's	1.3	1.4	1.4
# of pieces processed and delivered (U.S. Post Office & Inter-Office mail)	375,250	400,000	400,000
Processing and Delivery Cost per Piece of Mail (U.S. Post Office & Inter-Office mail)	\$0.24	\$0.24	\$0.26

RECOVERED COSTS FROM DEPARTMENTS	FY 2012	FY 2013	FY 2014
	Actual	Approved	Proposed
High Speed Copying	(\$156,266)	(\$120,000)	(\$120,000)

# General Services Department

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2014 Proposed
<b>Parking Management</b>	<i>Republic Parking Contract Adjustment</i>	<b>\$36,259</b>
In FY 2014, the City will increase expenditures for parking management by \$36,259 due to an adjustment of 1.4%, which was previously negotiated in the City's contract with Republic Parking.		
<b>Facilities Maintenance</b>	<i>CPI-U Contract Adjustments</i>	<b>\$18,093</b>
Contract costs related to facility maintenance and custodial services are all anticipated to increase in FY 2014 per contractual pricing.		
<b>Fleet Management</b>	<i>Future vehicle replacement</i>	<b>\$34,495</b>
Based on the Department's multi-year fleet replacement plan, the contribution needed to fund future vehicle replacements needs to be increased by \$34,495 in FY 2014. It should be noted that no vehicles are anticipated to be replaced in FY 2014.		
<b>Marina Operations</b>	<i>Marina Security</i>	<b>-\$59,871</b>
The contract for maintaining security at the City's Marina is being shifted to the Recreation Department in FY 2014. Management of the marina, including security, is more closely aligned with activities within the Recreation Department, not General Services.		
<b>Market Square Set Up</b>	<i>Support Services</i>	<b>\$11,676</b>
In FY 2011, the City piloted a vendor cart program, including tables and chairs provided on Market Square for outdoor lunch space. Vendor cart revenue has not materialized to offset the cost of setting up, maintaining and replacing the tables and chairs on Market Square. To continue the service, \$11,676 has been added in the General Fund to support the initiative based on actual costs incurred in FY 2012,		
<b>Fuel Acquisition</b>	<i>Oils and lubricants</i>	<b>\$19,402</b>
In FY 2013, a comprehensive review through AlexStat was conducted of City-wide fuel consumption, as well as per gallon costs for both unleaded and diesel fuel. City-wide, an additional \$572,022 has been added in a Non-Departmental account to be distributed by Department for the FY 2014 Approved Budget to cover the increased cost of fuel per gallon. Part of this analysis revealed the need for an increase in the budget for oils and lubricants, which are budgeted in General Services.		
<b>Various</b>	<i>Office Space Rental</i>	<b>\$7,945</b>
The cost of the lease for the office space occupied by the General Services will increase in FY 2014 by \$7,945.		

# General Services Department

## Summary of Budget Changes

### Expenditure Reductions

Reduction Item	FTEs	FY 2014 Proposed
<b>Space Planning</b>	<b>-1.0</b>	<b>(\$51,932)</b>
The City's Space Planning efforts are proposed to be revised in FY 2014. Rather than dedicating a full-time position to space planning, the position will be eliminated, saving approximately \$112,000, and \$60,000 will be budgeted to purchase contracted space planning expertise on an as needed basis. The net savings to the City is \$51,932.		
<b>Automated Parking Lots</b>	<b>0.0</b>	<b>(\$100,000)</b>
Entry and exit into several City-owned parking lots will be handled through an automated system, which will save approximately \$100,000. The automated lots are located at Cameron/St. Asaph Streets, South Henry Street and the Thompson's Alley garage.		

# Human Resources Department

**Mission Statement:** To ensure that the City hires, supports and sustains its workforce throughout the employee life-cycle efficiently, effectively, and respectfully.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Personnel	\$2,383,888	\$2,571,881	\$2,532,673	-1.5%
Non-Personnel	523,821	498,742	464,898	-6.8%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	<u>\$2,907,709</u>	<u>\$3,070,623</u>	<u>\$2,997,571</u>	-2.4%
<b>Funding Sources</b>				
Special Revenue Fund	30,952	6,000	6,000	0.0%
Total Designated Funding Sources	<u>\$30,952</u>	<u>\$6,000</u>	<u>\$6,000</u>	0.0%
<b>Net General Fund Expenditures</b>	<u><b>\$2,876,757</b></u>	<u><b>\$3,064,623</b></u>	<u><b>\$2,991,571</b></u>	<u><b>-2.4%</b></u>
<b>Total Department FTE's</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	0.0%

### Highlights

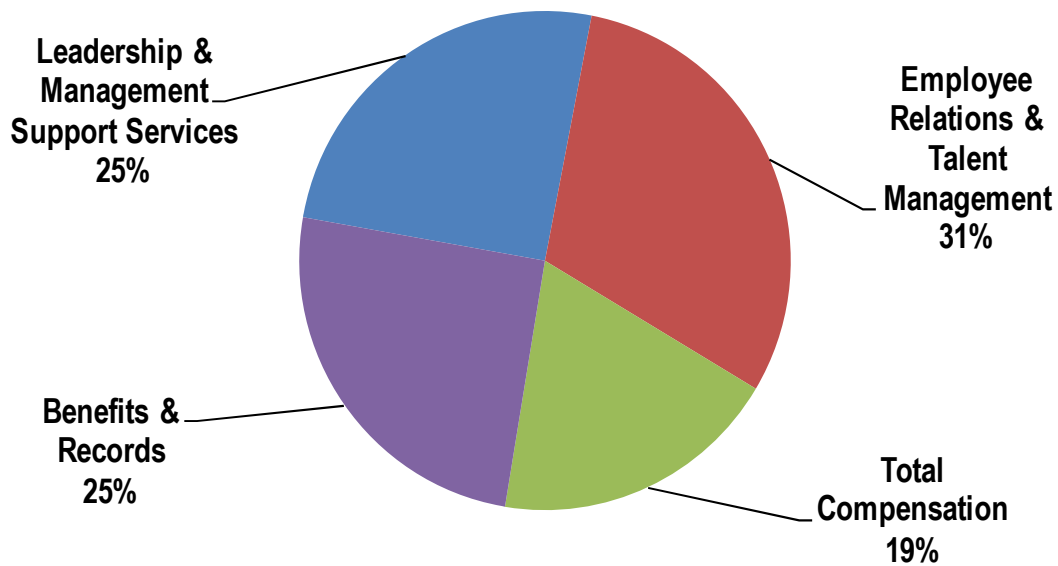
- In FY 2014, the General Fund budget decreases by \$73,052 or -2.4%.
- Personnel costs decrease by \$39,208, or -1.5%, attributable to employee turnover where incoming employees are hired at a lower salary. Additionally, \$15,000 was eliminated from the personnel budget as the department will no longer be attending various job fairs as part of employee recruitment. These decreases were partially offset by increases in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.
- Non-personnel costs decrease by \$33,844, or -6.8%, as a result of a \$60,000 reduction to the non-personnel budget for the employee wellness program. Wellness coordination will no longer be outsourced but instead will be handled by existing staff. After the \$60,000 reduction there will be a city-wide wellness budget of \$84,753 remaining. The department's reduction is partially offset by a \$26,156 current services adjustment for the department's share of the maintenance cost for the Enterprise Resource Planning (ERP) system which will be implemented in FY14.

# Human Resources Department

## Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
# of employees attending training classes	926	1,400	1,200
# of wellness participants served	8,761	2,200	5,000
# of full-time and part-time employees served in the Current Employee Benefit Program	2,184	2,455	2,400

## FY 2014 Proposed Expenditures by Program



# Human Resources Department

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Leadership & Management Support Services	\$667,896	\$699,112	\$757,095	8.3%
Employee Relations & Talent Management	1,099,644	981,375	915,574	-6.7%
Total Compensation	405,416	551,451	570,067	3.4%
Benefits & Records	734,753	838,685	754,835	-10.0%
<b>Total Expenditures</b>	<b>\$2,907,709</b>	<b>\$3,070,623</b>	<b>\$2,997,571</b>	<b>-2.4%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Leadership & Management Support Services	5.0	5.0	6.0	20.0%
Employee Relations & Talent Management	7.2	7.3	6.3	-13.8%
Total Compensation	5.0	5.0	5.0	0.0%
Benefits & Records	4.8	4.8	4.8	0.0%
<b>Total full time equivalents (FTE's)</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>0.0%</b>

### Human Resources Department Programs and Activities

#### Leadership & Mgmt Support Services

Leadership & General Management

#### Employee Relations & Talent Management

Disciplinary & Grievance Process

Administration

Training & Development

Recruitment & Selection Support

#### Total Compensation

Classification

Compensation

#### Benefits & Records

Current Employee Benefit Program

Administration

Retiree/Terminated Benefit Administration

Employee Records & Payroll Administration

Employee Wellness

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#### Department Staff

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Director

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Management Analyst III

# Human Resources Department

## Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively.

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership & General Management is to administer departmental resources effectively.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$667,896	\$699,112	\$757,095
FTE's*	5.0	5.0	6.0
# of departmental FTEs managed	23.0	22.0	22.0
\$ amount of departmental budget managed (in millions)	\$3.00	\$3.07	\$3.07
Leadership & Management Support Services cost as a % of total departmental expenditures	22.1%	22.8%	22.8%

\*In FY 2014 one FTE was transferred from the Employee Relations & Talent Management Program as part of the departments reallocation of responsibilities.

# Human Resources Department

## Employee Relations & Talent Management Program

The goal of Employee Relations & Talent Management (ERTM) is to provide strategies and service support throughout an employee's career at the City. Activities include recruitment, onboarding, discipline and grievance processing, career development and training, employee relations and workforce and succession planning.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% of All Funds Budget	37.8%	32.0%	30.5%
Total Expenditures	\$1,099,644	\$981,375	\$915,574
Less Revenues	0	0	0
Net General Fund Expenditures	\$1,099,644	\$981,375	\$915,574

### Activity Data

DISCIPLINARY & GRIEVANCE PROCESS ADMINISTRATION – The goal of Disciplinary and Grievance Process Administration is to provide critical guidance and support to employees, managers, and supervisors regarding disciplinary and grievance issues. Ensuring that discipline is applied fairly and equitably, according to established policies and practices is essential.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$293,299	\$193,495	\$195,594
FTE's	1.6	1.6	1.6
# of disciplinary actions	80	80	80
# of grievances processed	20	10	15
Cost per disciplinary action	\$1,833	\$1,209	\$1,222
Cost per grievance processed	\$7,332	\$9,675	\$6,520
% of grievances resolved before passing from management control (HR Director and CMO)	50.0%	90.0%	90.0%



# Human Resources Department

## Employee Relations & Talent Management Program, continued

### Activity Data

<b>TRAINING &amp; DEVELOPMENT – The goal of Training and Career Development is to provide high quality training and educational programs to increase and improve employee knowledge, skills and abilities in order to meet the expectations of their position. Job satisfaction and career potential, as well as higher learning and educational opportunities are also supported by this unit.</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Approved</b>	<b>FY 2014 Proposed</b>
Expenditures	\$350,814	\$301,774	\$330,054
FTE's	1.8	1.8	1.8
# of employees receiving tuition assistance	140	155	148
% of employees using tuition assistance that complete the course and receive a passing grade.	90.0%	96.0%	96.0%
# of employees attending training classes	926	1,400	1,200
Cost per employee per training class	\$379	\$216	\$275
% of employee class evaluation scores 3.5 or above on a scale of 1-5 (5 is most satisfied)	100.0%	100.0%	100.0%

<b>RECRUITMENT &amp; SELECTION SUPPORT – The goal of Recruitment and Selection is to support departments with innovative, cost effective and efficient recruitment and selection processes that attract highly qualified and diverse candidates for a strong, talented workforce.</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Approved</b>	<b>FY 2014 Proposed</b>
Expenditures	\$455,531	\$486,106	\$389,926
FTE's**	3.8	3.8	2.8
# of total regular (benefited part-time and full-time) position requisitions received and processed*	240	270	250
# of total applications received	25,959	25,000	26,000
Average # of total applications reviewed per Human Resources Analyst	6,831	6,527	9,187
# of regular (benefited part-time and full-time) positions filled	205	135	170
Cost per regular (benefited part-time and full-time) requisition received and processed	\$1,898	\$1,800	\$1,560

\*Some positions filled are the result of requisitions received and processed in the previous fiscal year.

\*\*In FY 2014 one FTE was transferred to the Leadership & Management Support Services Program.

# Human Resources Department

## Total Compensation Program

The goal of the Total Compensation Program is to maintain a system that ensures competitive, consistent and equitable wages and benefits for all City positions across organizational and occupational lines in order to attract and retain qualified employees.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% of All Funds Budget	13.9%	18.0%	19.0%
Total Expenditures	\$405,416	\$551,451	\$570,067
Less Revenues	0	0	0
Net General Fund Expenditures	\$405,416	\$551,451	\$570,067

## Activity Data

CLASSIFICATION – The goal of Classification is to review positions through job audits, and to determine the most appropriate class and grade for the level and scope of work assigned to each class of positions.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$282,418	\$275,730	\$285,038
FTE's	2.5	2.5	2.5
# of total positions audits or classification specifications reviewed and completed	65	100	85
# of total positions audits or classification specifications reviewed and completed per FTE	26.0	40.0	34.0

COMPENSATION – The goal of Compensation is to periodically review the competitiveness of salaries & benefits in order to compensate employees fairly & retain qualified employees.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$122,998	\$275,721	\$285,029
FTE's	2.5	2.5	2.5
# of external surveys completed (surveys completed by staff for other jurisdictions)	50	25	50
# of internal surveys completed (surveys requested to be completed by other jurisdiction's staff)	20	10	20
Average # of internal and external surveys completed per FTE	28.0	14.0	28.0

# Human Resources Department

## Benefits & Records Program

The goal of the Benefits and Records Program is to provide City employees and retirees with the most cost effective comprehensive benefit programs and provide pay and records administration that complies with City policies and applicable State and Federal laws.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% of All Funds Budget	25.3%	27.3%	25.2%
Total Expenditures	\$734,753	\$838,685	\$754,835
Less Revenues	0	0	0
Net General Fund Expenditures	\$734,753	\$838,685	\$754,835
Program Outcomes			
Avg. survey score of employees satisfied with the City's benefit program (1-5, where 5 is very satisfied)	4.25	4.25	4.25

## Activity Data

<b>CURRENT EMPLOYEE BENEFIT PROGRAM ADMINISTRATION – The goal of Current Employee Benefit Program Administration is to implement cost effective benefit plans, ensure accurate communications about the plans and enrollment options, and to process enrollments/changes for all active employees.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$294,611	\$336,892	\$334,366
FTE's	1.5	1.5	1.5
# of full-time and part-time employees served in the Current Employee Benefit Program	2,184	2,455	2,400
Cost per employee served in the Current Employee Benefit Program	\$135	\$137	\$139

<b>RETIREE/TERMINATED BENEFIT ADMINISTRATION – The goal of Retiree/Terminated Benefit Administration is to collect insurance premium payments from retirees and COBRA participants, pay retiree health insurance reimbursements, and process Long Term Disability and death claims for retirees and separated employees.</b>	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$141,233	\$165,817	\$163,124
FTE's	1.5	1.5	1.5
# of employees participating in exit interviews	11	190	100

# Human Resources Department

## Benefits & Records Program, continued

### Activity Data

<b>EMPLOYEE RECORDS &amp; PAYROLL ADMINISTRATION – The goal of Employee Records and Payroll Administration is to accurately manage the personnel records, payroll action and employee files for City employees in accordance with applicable legal requirements.</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Approved</b>	<b>FY 2014 Proposed</b>
Expenditures	\$121,456	\$126,772	\$117,207
FTE's	1.3	1.3	1.3

<b>EMPLOYEE WELLNESS – The goal of Employee Wellness is to provide health-related information and resources to current employees and retirees.</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Approved</b>	<b>FY 2014 Proposed</b>
Expenditures	\$177,453	\$209,204	\$140,138
FTE's	0.50	0.50	0.50
# of wellness participants served*	8,761	2,200	5,000
Cost per participant	\$20	\$95	\$28

\*Actual numbers are higher than approved and proposed because attendance is tracked by count not by name, therefore, one participant may be counted multiple times if they attend more than one event.

# Human Resources Department

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2014 Proposed
<b>Employee Development</b>	<i>Maintenance Contract</i>	<b>\$26,156</b>
Increase in the cost of the maintenance contract for the department's share of the new Enterprise Resource Planning system.		

### Expenditure Reductions

Activity	Reduction	FY 2014 Proposed
<b>Recruitment and Selection</b>	<i>Elimination of Job Fair Recruitment</i>	<b>(\$15,000)</b>
This is the cost to attend various job fairs which City personnel will no longer be attending. The decision to not attend job fairs is strategic, as it supports Goal 5's objective of being fiscally responsible, although the return on investment cannot be determined.		
<b>Employee Wellness</b>	<i>Wellness Coordinator Contract</i>	<b>(\$60,000)</b>
Wellness coordination will no longer be outsourced but instead will be handled by existing staff. For the past three fiscal years this program was contracted out to a third party but for FY 2014 it will be brought back in house. In FY12 \$57,500 was added to the employee wellness program for a total of \$142,253. For FY14 there will be a city-wide wellness budget of \$84,753 remaining.		

# Office of Human Rights

**Mission Statement:** The mission of the Office of Human Rights is to enable everyone to share equally in Alexandria's quality of life, provide services to make the City more welcoming to all people, and strive to make City government more reflective of our community.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Personnel	\$554,980	\$603,097	\$605,968	0.5%
Non-Personnel	84,817	85,769	85,987	0.3%
Capital Goods Outlay	0	0	0	NA
<b>Total Expenditures</b>	<b>\$639,797</b>	<b>\$688,866</b>	<b>\$691,955</b>	<b>0.4%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	NA
Special Revenue Fund	39,047	43,062	43,062	0.0%
<b>Total Designated Funding Sources</b>	<b>\$39,047</b>	<b>\$43,062</b>	<b>\$43,062</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$600,750</b>	<b>\$645,804</b>	<b>\$648,893</b>	<b>0.5%</b>
<b>Total Department FTE's</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>0.0%</b>

## Highlights

- In FY 2014, the approved General Fund budget for the Office of Human Rights increases by \$3,089 or 0.5%.
- Personnel costs increase by \$2,871, or 0.5%. This increase is attributed to a higher cost of benefits and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.
- Non-personnel costs have a net increase \$218 or 0.3%. This increase includes \$1,804 for increased rent obligations, which is offset by a transfer of \$1,586 in the education and training budget.
- Special revenues received for the investigation and closing of EEOC cases is expected to remain flat in FY 2014.

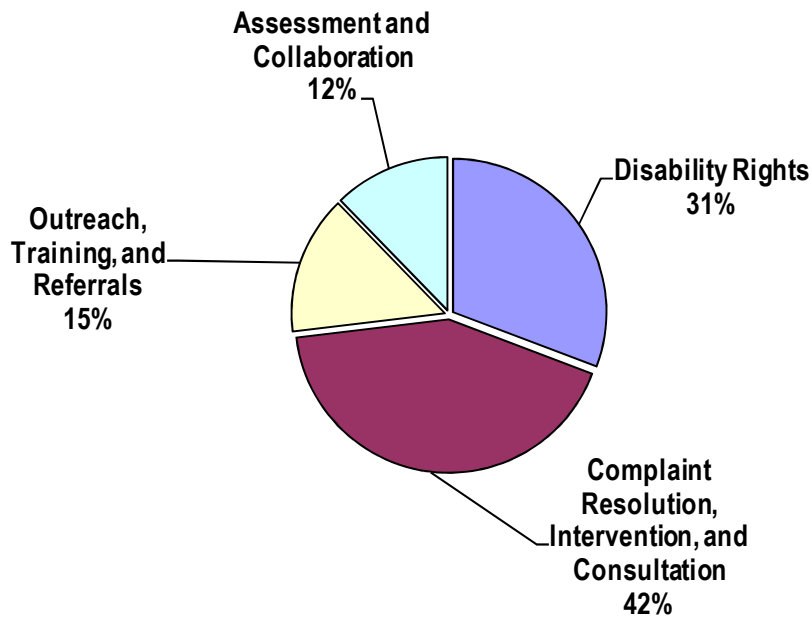
# Office of Human Rights

## Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
# of cases worked <sup>1</sup>	257	280	275
cost per case worked	\$1,220	\$1,164	\$1,065
% of cases closed within 180 days	90%	85%	85%

<sup>1</sup># of cases worked includes 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the EEOC Washington Field Office that require some work by this Office.

## FY 2014 Proposed Expenditures by Activity



# Office of Human Rights

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Enforcement	\$470,790	\$507,005	\$505,831	-0.2%
Community Inclusiveness and Awareness	169,007	181,861	186,124	2.3%
<b>Total Expenditures</b>	<b>\$639,797</b>	<b>\$688,866</b>	<b>\$691,955</b>	<b>0.4%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Enforcement	3.9	3.9	3.9	0.0%
Community Inclusiveness and Awareness	1.6	1.6	1.6	0.0%
	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>0.0%</b>

### Office of Human Rights Programs and Activities

#### Enforcement

Disability Rights  
Complaint Resolution,  
Intervention and Consultation

#### Community Inclusiveness & Collaboration

Outreach, Training and Referrals  
Assessment And Collaboration

### Dept Info

#### Department Contact Info

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# Office of Human Rights

## Enforcement

The goal of Enforcement is to eliminate discrimination for those who work in, live in or visit Alexandria by ensuring compliance with Federal, State and Local anti-discrimination laws, and striving to maintain a diverse, inclusive and vibrant community.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% of Total All Funds Budget	73.6%	73.6%	73.1%
Total Expenditures	\$470,790	\$507,005	\$505,831
Less Revenues	\$39,047	\$43,062	\$43,062
Net General Fund Expenditures	\$431,743	\$463,943	\$462,769
Program Outcomes			
% of complaints resolved within 180 days	90%	85%	85%

## Activity Data

<b>DISABILITY RIGHTS</b> – The goal of Disability Rights is to advocate for the rights of persons with disabilities, educate the public on laws protecting persons with disabilities, and act as liaison to the community and government resources.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$157,309	\$181,141	\$212,866
FTE's	0.9	0.9	0.9
# of contacts	3,382	2,400	3,000
Cost per contact	\$47	\$75	\$71
% of contacts responded to by close of business next day	98%	95%	95%

<b>COMPLAINT RESOLUTION, INTERVENTION AND CONSULTATION</b> – The goal of Complaint Resolution, Intervention and Consultation is to facilitate resolution of disputes, stop discrimination, if it has occurred, and counsel public and private entities to ensure compliance with the law.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$313,481	\$325,864	\$292,965
FTE's	3.0	3.0	3.0
# of cases worked <sup>1</sup>	257	280	275
Cost per case worked	\$1,220	\$1,164	\$1,065
% of cases resolved through alternative dispute resolution	35%	30%	30%
% of cases closed within 180 days	90%	85%	85%

<sup>1</sup> # of cases worked includes 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the EEOC Washington Field Office that require some work by this

# Office of Human Rights

## Community Inclusiveness and Awareness

The goal of Community Inclusiveness and Awareness is to educate the public and private sectors on inclusive best practices and to promote understanding, tolerance and celebration of our City's diversity, including the most vulnerable.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% of Total All Funds Budget	26.4%	26.4%	26.9%
Total Expenditures	\$169,007	\$181,861	\$186,124
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$169,007	\$181,861	\$186,124
Program Outcomes			
% survey respondents reporting knowledge of City's diversity and inclusiveness efforts <sup>1</sup>		85%	

<sup>1</sup> No citizen survey was conducted.

### Activity Data

OUTREACH, TRAINING, and REFERRALS – The goal of Outreach, Training and Referrals is to promote understanding of rights and responsibilities, and ensure that everyone shares equally in Alexandria's quality of life.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$91,283	\$98,605	\$101,180
FTE's	0.8	0.8	0.8
# of contacts	3,524	3,000	3,000
Cost per contact	\$26	\$33	\$34
# of individuals trained <sup>2</sup>	102	125	100
% of contacts responded to by close of business next day	90%	90%	90%

ASSESSMENT AND COLLABORATION – The goal of Assessment and Collaboration is to assess social conditions that might lead to discrimination, make the City more welcoming to all people, and collaborate with other agencies.	FY 2012 Actual	FY 2013 Approved	FY 2014 Approved
Expenditures	\$77,724	\$83,256	\$84,944
FTE's	0.8	0.8	0.8
# of collaborations <sup>3</sup>	85	125	100

<sup>2</sup> # of individuals trained depends on what entity the Office trains and the capability of staff to conduct training.

<sup>3</sup> # of collaborations is driven by capability of staff and coordination with Alexandria Human Rights Commission.

## Information Technology Services

**Mission Statement:** The mission of the Information Technology Services Department is to effectively manage the City's information and technology assets to guarantee a reliable computer infrastructure, deliver timely and effective responses to customer requirements, and to provide information services to City departments and the public that are credible, accurate and accessible.

### Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Personnel	\$4,748,958	\$5,309,853	\$5,426,811	2.2%
Non-Personnel	2,340,961	2,816,119	2,924,186	3.8%
Capital Goods Outlay	200	0	0	0.0%
<b>Total Expenditures</b>	<b>\$7,090,119</b>	<b>\$8,125,972</b>	<b>\$8,350,997</b>	<b>2.8%</b>
<b>Less Funding Sources</b>				
Internal Services	\$23,800	\$0	\$0	0.0%
Internal Services - Fund Balance	0	0	0	0.0%
Special Revenue Funds	0	97,681	127,760	30.8%
<b>Total Designated Funding Sources</b>	<b>\$23,800</b>	<b>\$97,681</b>	<b>\$127,760</b>	<b>30.8%</b>
<b>Net General Fund Expenditures</b>	<b>\$7,066,319</b>	<b>\$8,028,291</b>	<b>\$8,223,237</b>	<b>2.4%</b>
<b>Total Department FTE's</b>	<b>42.4</b>	<b>43.0</b>	<b>43.0</b>	<b>0.0%</b>

### Highlights

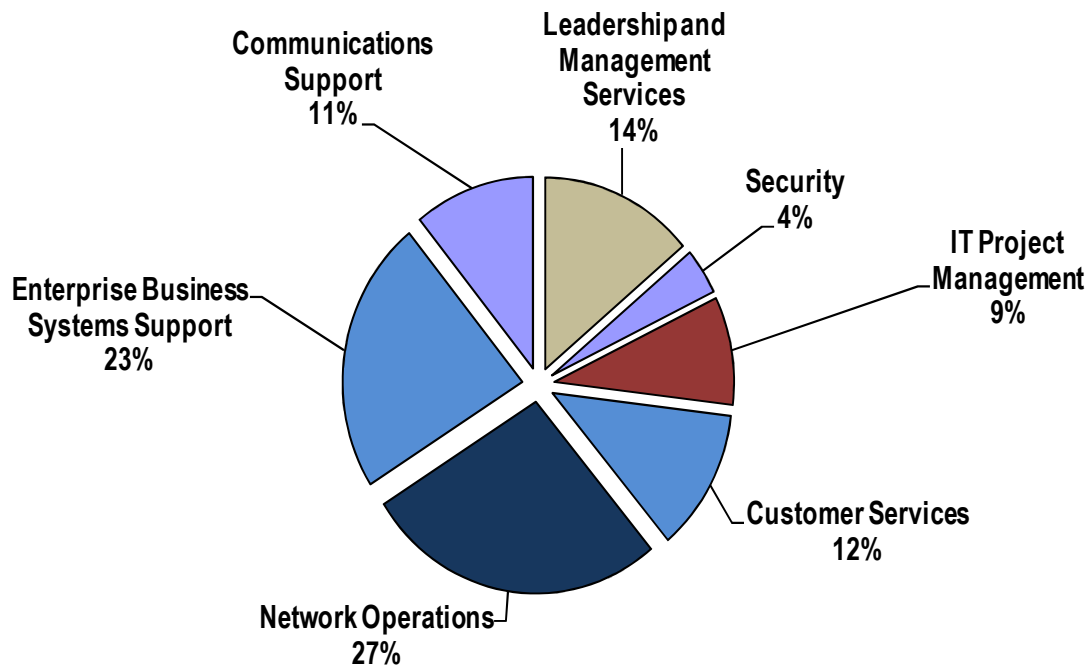
- The FY 2014 proposed General Fund budget for ITS increases by \$194,946 or 2.4%.
- Personnel costs increase by \$116,958 or 2.2% due to increase in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share of VRS to 5%.
- Non-personnel costs increased by \$189,094 but was later offset with a reduction of \$81,000, for a net increase of \$108,067 or 3.8%. Contributing to the increase is the addition of \$163,627 to fund the increased costs of general maintenance and support of existing IT devices and systems, and \$25,467 to fund the increased cost of rent. The offsetting reduction includes \$66,000 for the database support of the Integral support system, which is scheduled to go off-line as the Enterprise Resource Planning System comes on line in FY 2013, and \$15,000 for off-site tape storage which will now be stored on-site.
- In FY 2014, a database administrator will continue to be dedicated to Permit Center Support and will be funded by developer fee revenue of \$127,760.

# Information Technology Services

## Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Cost per department supported by ITS	\$186,582	\$213,841	\$219,763
% of Help Desk work requests resolved within 24 hours of receipt	40%	30%	40%
Number of applications supported	160	160	150
Number of databases under management	187	190	190

## FY 2014 Proposed Expenditures by Program



# Information Technology Services

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Leadership and Management Services	\$1,481,175	\$1,128,314	\$1,160,667	2.9%
Security	204,655	326,406	325,887	-0.2%
IT Project Management	882,444	748,278	761,529	1.8%
Customer Services	692,425	974,549	1,002,201	2.8%
Network Operations	1,859,462	2,182,871	2,264,308	3.7%
Enterprise Business Systems Support	1,281,587	1,931,681	1,930,406	-0.1%
Communications Support	688,371	833,873	905,999	8.6%
<b>Total Expenditures</b>	<b>\$7,090,119</b>	<b>\$8,125,972</b>	<b>\$8,350,997</b>	<b>2.8%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actuals	FY 2013 Approved <sup>1</sup>	FY 2014 Proposed	% Change 2013-2014
Leadership and Management Services	7.6	7.2	7.2	0.0%
Security	1.2	1.2	1.2	0.0%
IT Project Management	5.6	4.3	4.3	0.0%
Customer Services	5.1	6.1	6.1	0.0%
Network Operations	8.4	8.4	8.4	0.0%
Enterprise Business Systems Support	9.9	11.5	11.5	0.0%
Communications Support	4.6	4.6	4.6	0.0%
<b>Total full time equivalents</b>	<b>42.4</b>	<b>43.0</b>	<b>43.0</b>	<b>0.0%</b>

<sup>1</sup> There is one additional position in the Enterprise Business Systems Support Program to support the Code Administration Permit Center. Additional fluctuations in Authorized Positions by Program reflect the reallocation of existing positions.

### ITS Programs and Activities

#### Leadership and General Management

Leadership and General Management  
Financial Management

#### Security

Security Operations

#### IT Project Management

Project Management

#### Customer Service

Help Desk  
Equipment Replacement  
Training

#### Network Operations

Wide Area Network (WAN) Support  
Server Maintenance & Support  
Data Center

#### Enterprise Business Systems Support

Programming Support  
Data Management & Support

#### Communications Support

Data & Email Communications  
Voice Communications

### Dept Info

#### Department Contact Info

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#### Department Head

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#### Department Staff

Shelly Ryan, Deputy Director  
Vanetta Pledger, Division Chief  
Curtis Ney, Division Chief  
James Colevas, Acting Division Chief  
Suellen Savukas, Division Chief

# Information Technology Services

## Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide coordination, communication, staff direction and stewardship for internal and external stakeholders.

Program Totals	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
% of All Funds Budget	20.9%	13.9%	13.9%
Total Expenditures	\$1,481,175	\$1,128,314	\$1,160,667
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,481,175	\$1,128,314	\$1,160,667
<b>Program Outcomes</b>			
% of customers who rate IT Services as good to excellent	95%	96%	95%

### Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, and general support services to facilitate the operations of the Information Technology Services Department.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$1,185,949	\$790,792	\$816,910
FTE's	5.1	4.7	4.7
# of departments supported	38	38	38
\$ amount of departmental expenditures	\$7,090,119	\$8,125,972	\$8,350,997
Cost per department supported	\$186,582	\$213,841	\$219,763
Leadership & General Management expenditures as a % of total department	20.9%	13.9%	13.9%
% of customers who rate ITS understanding of business needs as good to excellent	95%	94%	95%

FINANCIAL MANAGEMENT – The goal of Financial Management is to provide financial support services to the Department in order to efficiently and effectively monitor fiscal resources and facilitate operations.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$295,226	\$337,522	\$343,757
FTE's	2.5	2.5	2.5
# of IT purchases processed	1,400	1,400	1,400
Cost per IT purchase processed	\$211	\$241	\$246
% customers rating hardware/software procurement services as good to excellent	95%	98%	95%

# Information Technology Services

## Security

The goal of Security is to engage in activities (including security planning, security management, contract management, quality assurance, and general consulting services) provided to internal (departmental) and external (other departments and agencies) users in order to develop, promote and grow a secure enterprise-wide IT environment.

Program Totals	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
% of All Funds Budget	2.9%	4.0%	3.9%
Total Expenditures	\$204,655	\$326,406	\$325,887
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$204,655	\$326,406	\$325,887
% of network clients updated with City standard Symantec security software*	98%	100%	98%

\*100% of the City's Windows clients are protected by Symantec Anti-Virus. There are some network clients/appliances for which anti-virus protection is not applicable.

## Activity Data

SECURITY OPERATIONS – The goal of Security Operations is to execute policies, plans and procedures for all City IT users to ensure the ongoing security of the City's IT environment.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$204,655	\$326,406	\$325,887
FTE's	1.2	1.2	1.2
# of network clients protected with the latest security patches and software	2,800	2,800	2,800
# of electronic software distribution packages deployed for security compliance	15	18	15
# of procedures, policies, and plans used in the production environment	8	8	8
Cost per client protected	\$73	\$117	\$116

# Information Technology Services

## IT Project Management

The goal of IT Project Management is to provide coordination, communication, staff direction, and stewardship of IT projects for internal and external stakeholders.

Program Totals	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
% of All Funds Budget	12.4%	9.2%	9.1%
Total Expenditures	\$882,444	\$748,278	\$761,529
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$882,444	\$748,278	\$761,529
Program Outcomes			
% of customers rating IT Project Management as good to excellent	93%	93%	93%

## Activity Data

PROJECT MANAGEMENT – The goal of Project Management is to provide IT project management, project planning, contract management, and quality assurance to clients either within ITS or elsewhere in the City in order to get better value out of Approved City projects and processes.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$882,444	\$748,278	\$761,529
FTE's	5.6	4.3	4.3
# of projects provided assistance	14	20	14
# of hours of support provided	11,648	8,944	8,944
Cost per staff hour of support	\$76	\$84	\$85
% rating ITS project management as good to excellent	93%	93%	93%



# Information Technology Services

## Customer Service

The goal of Customer Service is to provide courteous, responsive, and effective technical support to all City computer and telecommunications users to better assist the City of Alexandria in its use of computer and telecommunications technology.

Program Totals	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
% of All Funds Budget	9.8%	12.0%	12.0%
Total Expenditures	\$692,425	\$974,549	\$1,002,201
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$692,425	\$974,549	\$1,002,201
Program Outcomes			
% of customers who rate Technical Support Services as good to excellent	95%	95%	95%

## Activity Data

TECHNICAL SUPPORT SERVICES – The goal of the Technical Support Services is to provide first and second level support for City computer and telecommunications customers.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$549,451	\$731,841	\$753,548
FTE's	4.5	5.8	5.8
# of incidents and requests resolved by ITS	10,023	10,000	10,000
# of incidents and requests resolved by Technical Support Services	4,168	10,000	4,200
% of incidents and requests resolved same day by Technical Support Services	40%	30%	40%
# incidents and requests submitted via self-service portal*	5,000	N/A	7,000
# of telephone calls to the Help Desk**	13,200	15,000	11,200

\* FY12 three months average as self service portal began 2nd quarter FY12. Anticipate FY14 higher usage as customers familiarity with system

\*\* It is anticipated that this number will decrease as the self-service portal usage increases.

EQUIPMENT REPLACEMENT – The goal of Equipment Replacement is to ensure that City departments and agencies have reliable and efficient computer workstations.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$71,744	\$105,679	\$108,641
FTE's	0.3	0.0	0.0
# of workstations replaced and inventoried	258	280	300
Cost per workstation replaced and inventoried	\$278	\$377	\$362
% of workstations currently under manufacturer warranty	35%	80%	75%

TRAINING – The goal of Training is to provide computer and application training for City users so that they are better-equipped to use City supported software and applications.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$71,230	\$137,029	\$140,012
FTE's	0.3	0.3	0.3
# of seats trained*	1,470	800	1,800
Cost per seat trained	\$48	\$171	\$78
% of students who rated computer training as good or excellent	96%	96%	96%

\*Increase in the number of seats trained in FY 2014 is due to the implementation of the Enterprise Resource Planning System.

# Information Technology Services

## Network Operations

The goal of Network Operations is to manage the City's technology infrastructure in order to provide a stable platform for City applications, data, and other business processes.

Program Totals	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
% of All Funds Budget	26.2%	26.9%	27.1%
Total Expenditures	\$1,859,462	\$2,182,871	\$2,264,308
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,859,462	\$2,182,871	\$2,264,308

## Activity Data

WAN SUPPORT – The goal of Wide Area Network Support is to manage and maintain the City's Institutional network (I-Net) including Internet access and secure wireless network access to ensure reliable and robust connectivity across City facilities in order to allow employees to share in the advantages of the City's technology infrastructure.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$924,433	\$1,148,275	\$1,163,229
FTE's	3.0	3.0	3.0
# of existing connections supported	129	92	129
Cost per existing connection supported	\$7,166	\$12,481	\$9,017
# of existing I-Net wireless access points (WAP's)	30	18	30
% of network uptime	99.99%	99.99%	99.99%

SERVER MAINTENANCE & SUPPORT – The goal of Server Maintenance & Support is to provide file and print services and create the network environment necessary for the hosting of data and user applications.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$605,979	\$583,829	\$674,475
FTE's	3.0	3.0	3.0
# of servers managed*	280	200	280
Cost per server managed	\$2,164	\$2,919	\$2,409
% rating server management as good to excellent	98%	96%	98%

\*The implementation of the City's new SAN allows for the reduction in the number of file servers in use in FY 13.

ENTERPRISE DATA STORAGE MANAGEMENT & SUPPORT – The goal of Enterprise Data Storage Management & Support is to provide reliable data storage for the City's information including backup, restoration, and e-discovery services.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$329,050	\$450,767	\$426,604
FTE's	2.4	2.4	2.4
Volume of data backed up and stored (in Terabytes)*	34	32	40
Cost per Terabyte of data backed up and stored	\$9,678	\$14,086	\$10,665

\* This number will increase due to the implementation of a new ERP as well as the Department of Historic Alexandria's imaging initiative.

# Information Technology Services

## Enterprise Business Systems Support

The goal of Enterprise Business Systems Support is to maintain, develop, and upgrade application software, as well as maintain the integrity of the data associated with those applications for all City departments and employees.

Program Totals	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
% of All Funds Budget	18.1%	23.8%	23.1%
Total Expenditures	\$1,281,587	\$1,931,681	\$1,930,406
Less Revenues	\$0	\$97,681	\$125,176
Net General Fund Expenditures	\$1,281,587	\$1,834,000	\$1,805,230
Program Outcomes			
% of customers rating ITS Applications Support as good to excellent	77%	96%	95%

### Activity Data

PROGRAMMING SUPPORT – The goal of Programming Support is to provide City departments with stable and effective applications, including maintenance, development, and customization of in-house, third-party, and collaboration applications in order to facilitate the performance of their duties.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$951,753	\$1,417,025	\$1,383,765
FTE's	8.4	8.6	8.6
# of applications supported	160	160	150
Cost per application supported	\$5,948	\$8,856	\$9,225

\* It is anticipated that this number will decrease due to the implementation of the City's new ERP system.

DATA MANAGEMENT & SUPPORT – The goal of Data Management & Support is to provide City employees with the reliable and accessible data required by computer applications for the performance of their duties.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$329,834	\$514,656	\$546,641
FTE's	1.5	3.0	3.0
# of databases under management	187	190	190
Volume of data under management (in Terabytes)	3.8	3.8	4
Cost per database under management	\$1,764	\$2,709	\$2,877

# Information Technology Services

## Communications Support

The goal of Communications Support is to provide for the reliable and unhindered exchange of electronic information among City employees.

Program Totals	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
% of All Funds Budget	9.7%	10.3%	10.8%
Total Expenditures	\$688,371	\$833,873	\$905,999
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$688,371	\$833,873	\$905,999

### Activity Data

MESSAGING AND COLLABORATION – The goal of Messaging and Collaboration is to support and manage the City's hosted messaging and collaboration environment including the provisioning of accounts and systems access for all City employees.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$300,737	\$380,239	\$436,061
FTE's	1.7	1.7	1.7
# of email accounts managed	3,000	3,200	3,400
# of collaboration sites administered	40	40	40
Cost per email account managed	\$100	\$119	\$128
% rating City management of messaging services as good to excellent	95%	92%	95%

TELECOMMUNICATIONS SERVICES– The goal of Telecommunications Services is to manage the City's voice and data networks (excluding I-Net network) including provisioning of new devices, services, and billing.	FY 2012 Actuals	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$387,634	\$453,634	\$469,938
FTE's	2.9	2.9	2.9
# of desk phones supported	4,200	4,000	4,200
# of wireless devices (cell phones, smartphones, broadband service) supported	2,500	2,700	2,500
# of sites supported for telephony services	85	N/A	85
# of sites supported for VOIP	59	N/A	59
# of media gateways	47	N/A	47
Cost per desk phone supported	\$92	\$113	\$112
Cost per wireless device supported	\$155	\$168	\$188
% rating City management of voice services as good to excellent	96%	95%	96%

# Information Technology Services

## Summary of Budget Changes

Adjustments to Maintain Current Service Levels		
Activity	Adjustment	FY 2014 Proposed
<b>Network Support</b>	<i>VMware Maintenance</i>	<b>\$71,027</b>
This adjustment provides funding for virtual server maintenance, support, and access.		
<b>Communications Support</b>	<i>Mobile Device Manager/Mobile Security</i>	<b>\$49,000</b>
This adjustment provides funding to secure and protect the City's fleet of smartphones and tablets.		
<b>Various</b>	<i>Microsoft O365</i>	<b>\$16,000</b>
This adjustment will leverage the City's investment in the Microsoft Enterprise Agreement.		
<b>Network Support</b>	<i>SAN Maintenance</i>	<b>\$12,000</b>
This adjustment will allow the City to continue to provide enterprise data storage for City staff.		
<b>Various</b>	<i>TSL Internet Connection</i>	<b>\$9,600</b>
This adjustment will pay for the operation, maintenance, and support of the Internet connection for all City staff.		
<b>Security</b>	<i>Network Access Control</i>	<b>\$6,000</b>
This adjustment provides funding for maintenance and support for an essential component of the City's enterprise security portfolio which provides automated systems monitoring of potential threats.		

# Information Technology Services

## Summary of Budget Changes

Expenditure Reductions			
Activity	Reduction	FTE's	FY 2014 Proposed
<b>Network Support</b>	<i>Database Support</i>		<b>(\$66,000)</b>
This reduction will eliminate costs associated with maintenance and support of the current <i>Integral</i> system. With the new <i>Enterprise Resource Planning</i> system coming on-line this fiscal year the Integral system will no longer be needed.			
<b>Network Support</b>	<i>Off-Site Data Storage</i>		<b>(\$15,000)</b>
This reduction will eliminate the off-site storage of backup data tapes, drivers and other forms of data. Backups will now be stored on-site.			

## Internal Audit/Performance & Accountability

**Mission Statement:** The mission of the Office of Internal Audit and Performance & Accountability is to provide an independent appraisal function to evaluate City programs and activities for compliance with City policies and procedures and to prevent fraud, waste, and abuse; as well as provide a performance management system to improve the efficiency and effectiveness of City operations.

### Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Amended*	FY 2014 Proposed	% Change 2013-2014
Personnel	\$224,566	\$475,109	\$668,829	40.8%
Non-Personnel	\$18,003	\$299,424	\$53,454	-82.1%
Capital Goods Outlay	\$0	\$0	\$0	0%
<b>Total Expenditures</b>	<b>\$242,569</b>	<b>\$774,533</b>	<b>\$722,283</b>	<b>-6.7%</b>
<b>Funding Sources</b>				
Internal Services	\$0	\$0	\$0	0%
Special Revenue Funds	\$0	\$0	\$0	0%
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Net General Fund Expenditures</b>	<b>\$242,569</b>	<b>\$774,533</b>	<b>\$722,283</b>	<b>-6.7%</b>
<b>Total Department FTE's</b>	<b>2.0</b>	<b>5.0</b>	<b>5.0</b>	<b>0%</b>

### Highlights

- In FY 2014 the General Fund budget decreases by \$52,250, or 6.7%.
- FY 2013 marked the establishment of the Office of Performance & Accountability, created to expand the scope of Internal Audit to enhance City-wide operational performance and increase the accountability of the organization. Through the June Appropriation Ordinance, \$260,000 was allocated for use by the Office of Performance & Accountability to establish an Innovation Fund (\$200,000) - which will support the implementation of ideas brought forward by employees to help us become a more effective organization – as well as \$50,000 to establish the performance management system known as AlexStat, and \$10,000 (through the December Appropriation Ordinance) to fund the non-personnel start-up costs of the Office.
- In FY 2014, the personnel budget increases by \$193,720. This increase results from four reclassifications within the department, which better reflect the roles and responsibilities of those positions (\$181,172), as well as an increase in the cost of benefits and the 1% increase in the General government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee (\$12,548). This is the second year of a phased approach to bring the employee share of VRS to 5%.
- The FY 2014 Proposed Budget categorizes the department into the Internal Audit and Performance & Accountability functions. Budgeted funds are now allocated to the two programs independently, as opposed to FY 2013 when both programs were shown under the Internal Audit function.

# Internal Audit/Performance & Accountability

## Selected Performance Measures

Selected Performance Measures*	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% of City Departments/Agencies assisted annually	50%	50%	50%
# of recommendations and concerns tracked	49	50	45
# of audits completed	21	20	15
Cost per audit	\$11,898	\$25,727	\$22,091
# of AlexStat meetings held	N/A	N/A	24
# of departmental work plans implemented	N/A	N/A	15

## Internal Audit Programs and Activities

## Dept Info

### Internal Audit

Internal Audit  
Performance & Accountability

### Department Contact Info

703.746.4743  
[www.alexandriava.gov/internalaudit/](http://www.alexandriava.gov/internalaudit/)

### Chief Auditor

Deborah Welch  
703.746.4743  
[deborah.welch@alexandriava.gov](mailto:deborah.welch@alexandriava.gov)

### Chief Performance Officer

Greg Useem  
703.746.4742  
[greg.useem@alexandriava.gov](mailto:greg.useem@alexandriava.gov)



# Internal Audit/Performance & Accountability

## Internal Audit Program

The goal of Internal Audit is to evaluate internal controls to provide reasonable assurance to City staff and City Council that (a) funds are used, and activities are conducted, consistent with laws, regulations, and policies; (b) resources are safeguarded against waste, loss, fraud, abuse and misuse; (c) program activities are efficiently and effectively carried out, and (d) reports contain reliable data.

Program Totals	FY 2012 Actual	FY 2013 Amended	FY 2014 Proposed
Total Expenditures	\$242,569	\$514,533	\$331,372
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$242,569	\$514,533	\$331,372
Program Outcomes			
% of City Departments/Agencies assisted annually	50%	50%	50%

## Activity Data

AUDITS – The goal of Audits is to conduct reviews of the systems, processes and internal controls in city operations, report findings and make recommendations in order to improve city operations and ensure compliance with applicable regulations and procedures.*	FY 2012 Actual	FY 2013 Amended	FY 2014 Proposed
Expenditures	\$242,569	\$514,533	\$331,372
FTE's	2.0	2.0	2.0
# of audits completed	21	20	15
# of recommendations and concerns tracked	49	50	45
Cost per audit	\$11,898	\$25,727	\$22,091
% of City Departments/Agencies assisted annually	50%	50%	50%
# of recommendations resolved within established deadline	97%	90%	90%
# of Ethics and Fraud Hotline complaints investigated and closed	N/A	N/A	90%
Dollar value of savings from audit assignments	\$100,000	\$250,000	\$250,000

\* These performance measures reflect the scope of Internal Audit prior to its expansion in the FY 2013 Approved budget.

# Internal Audit/Performance & Accountability

## Performance and Accountability Program

The Goal of the Office of Performance and Accountability is to facilitate service delivery improvement to accomplish the City's Strategic Plan through the use of a citywide performance management system. In order to accomplish this, the Office focuses on three areas of performance management: planning - which includes the City Strategic Plan and departmental work plans; measuring service delivery performance - which includes coordinating and tracking performance measures; and evaluating service delivery performance through the City's Stat program, known as AlexStat.

Program Totals	FY 2012 Actual	FY 2013 Amended	FY 2014 Proposed
Total Expenditures	\$0	\$260,000	\$390,911
Less Revenues			
Net General Fund Expenditures	\$0	\$260,000	\$390,911
Program Outcomes			
% of City Departments/Agencies assisted annually	0%	0%	100%

## Activity Data

PERFORMANCE MANAGEMENT - The Goal of Performance Management is to facilitate service delivery improvements to accomplish the City Strategic Plan through use of the citywide performance management system.*	FY 2012 Actual	FY 2013 Amended **	FY 2014 Proposed
Expenditures	\$0	\$60,000	\$390,911
FTE's	0	3.0	3.0
# of AlexStat meetings held	N/A	N/A	24
# of departmental work plans implemented	N/A	N/A	15

\* The Office of Performance and Accountability was established in FY 2013. FY 2014 represents its first year as a separate activity from Internal Audit.

\*\* FY 2013 Amended includes \$50,000 in one-time funding for AlexStat and \$10,000 in non-personnel funding

INNOVATION FUND - The Goal of the Innovation fund is to support the implementation of ideas brought forward by employees to help the City become a more effective organization.**	FY 2012 Actual	FY 2013 Amended	FY 2014 Proposed
Expenditures	\$0	\$200,000	\$0
# of innovation fund projects submitted and reviewed	0	0	20

\*\* The innovation fund was established in FY 2013 through the June Appropriation Ordinance. Unspent year-end balances will support the fund. No additional funding is being proposed in FY 2014.

# Communications and Public Information

**Mission Statement:** The mission of the Office of Communications and Public Information is to foster a responsive government by connecting our diverse community to information, services and solutions.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Personnel	\$1,593,067	\$1,663,435	\$1,724,558	3.7%
Non-Personnel	\$173,759	\$170,413	\$178,913	5.0%
Capital Goods Outlay	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b>\$1,766,826</b>	<b>\$1,833,848</b>	<b>\$1,903,471</b>	<b>3.8%</b>
<b>Less Revenues</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	\$0	\$0	\$0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$1,766,826</b>	<b>\$1,833,848</b>	<b>\$1,903,471</b>	<b>3.8%</b>
<b>Total Department FTE's</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>0.0%</b>

## Highlights

- In FY 2014, the General Fund budget increases by \$69,623 or 3.8%.
- Personnel costs increase by \$61,123 or 3.7%, primarily due to benefit cost increases and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.
- Non-personnel costs increase by \$8,500 or 5.0%, due to the purchase of a new media and social media monitoring system which will enable the department to closely monitor and quickly respond to media coverage that pertains to the City of Alexandria.

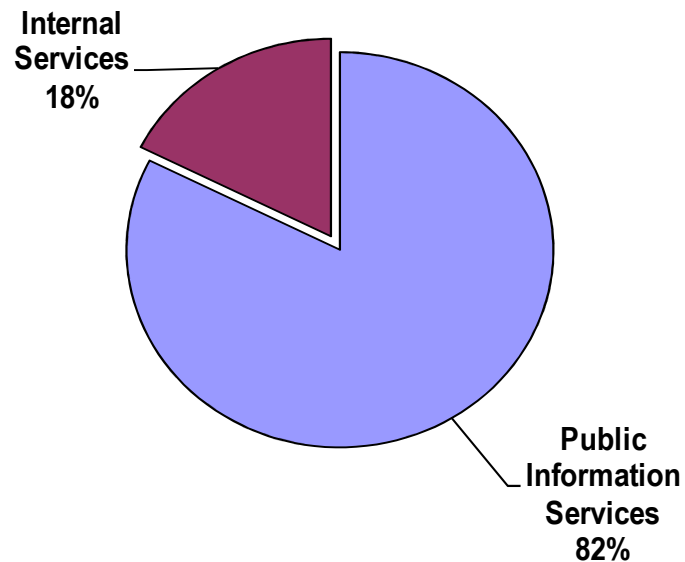
# Communications and Public Information

## Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
# of Call.Click.Connect Contact Center users*	2,300	2,500	12,000
% of community visiting the City website	60%	65%	65%

\*Formally Customer Relations Management (CRM), a means for citizens to engage with the City through telephone, web, email, and smartphones.

## FY 2014 Proposed Expenditures by Activity



# Communications and Public Information

## Activity Level Summary Information

### Expenditure Summary

Expenditure By Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Public Information Services	\$1,403,010	\$1,510,400	\$1,569,657	3.9%
Internal Services	\$363,816	\$323,448	\$333,814	3.2%
<b>Total Expenditures</b>	<b>\$1,766,826</b>	<b>\$1,833,848</b>	<b>\$1,903,471</b>	<b>3.8%</b>

### Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Public Information Services	11.5	11.5	11.5	0.0%
Internal Services	2.0	2.0	2.0	0.0%
<b>Total full time equivalents</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>0.0%</b>

### Office of Communications Programs and Activities

#### Communications & Public Information

Public Information Services  
Internal Services

### Department Information

#### Department Contact Info

703.746.3969

<http://www.alexandriava.gov/communications>

#### Department Head

Tony Castrilli, Communications Director

703.746.3969

[Tony.Castrilli@alexandriava.gov](mailto:Tony.Castrilli@alexandriava.gov)

# Communications and Public Information

## Communications & Public Information

The goal of Communications and Public Information is a community in which everyone is fully connected with City information, services and solutions.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Total Expenditures	\$1,766,826	\$1,833,848	\$1,903,471
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,766,826	\$1,833,848	\$1,903,471
Program Outcomes			
% of community visiting the City website	60%	65%	65%

### Activity Data

PUBLIC INFORMATION SERVICES – The goal of Public Information is to develop effective media relations, provide official responses, and publish information that accurately informs citizens and the press.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$1,403,010	\$1,510,400	\$1,569,657
FTE's	11.5	11.5	11.5
# of social media followers	16,500	17,000	18,500
# of Call.Click.Connect Contact Center users*	2,300	2,500	12,000
# of calendar users	2,500	3,000	8,000
# of web site hits	9,338,028	9,500,000	9,500,000
# of media requests	350	N/A	400
% of community visiting the City website	60%	65%	65%

\*Formally Customer Relations Management (CRM), a means for citizens to engage with the City through telephone, web, email, and smartphones.

INTERNAL SERVICES – The goal of Internal Services is to design and maintain an intranet web site and other miscellaneous intranet applications for City employees, in order to improve operational efficiency, provide employees with timely and useful information about City procedures and benefits, and promote employee engagement.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$363,816	\$323,448	\$333,814
FTE's	2.0	2.0	2.0
# of internal web site hits	90,000	100,000	105,000
# of internal electronic news digests issued	18	26	22

# Communications and Public Information

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTEs	Amount
<b>Media/Social Media Monitoring</b> This system will enable the City to closely monitor the print, broadcast, social media and blogs that extensively cover the City of Alexandria and provide reports and daily summaries of all the news coverage.	<i>Public Engagement</i>		<b>\$8,500</b>

# Office of Management and Budget

**Mission Statement:** The mission of the Office of Management and Budget is to administer the City's budget process and provide analyses and management services to the City Manager and City Departments in order to achieve quality and financially sustainable services valued by the community.

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Personnel	\$970,728	\$1,000,397	\$1,212,910	21.2%
Non-Personnel	40,542	52,795	49,547	-6.2%
Capital Goods Outlay	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b>\$1,011,270</b>	<b>\$1,053,192</b>	<b>\$1,262,457</b>	<b>19.9%</b>
<b>Funding Sources</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	0	0	0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$1,011,270</b>	<b>\$1,053,192</b>	<b>\$1,262,457</b>	<b>19.9%</b>
<b>Total Department FTE's</b>	<b>11.0</b>	<b>10.0</b>	<b>11.0</b>	<b>10.0%</b>

## Highlights

- In FY 2014 the General Fund budget increases by \$209,265, or 19.9%.
- FY 2014 personnel costs increase by \$212,513, or 21.2%; the increase is due to the restoration of the Director position, which had been temporarily reallocated to the City Manager's Office in FY 2013 to create the new Chief of Staff position. The increase is also attributable to higher benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.
- Total non-personnel costs decreased by \$3,248, or -6.2 % in FY 2014 due to a decrease in spending for the City's financial system maintenance agreement, as the City transitions to a new Enterprise Resource Planning System (ERP).

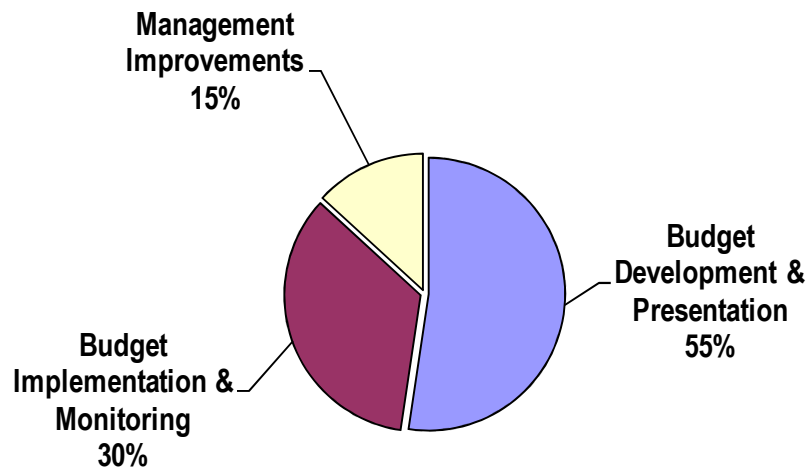


# Office of Management and Budget

## Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% GFOA budget document standards rated proficient	98%	100%	100%
\$ monitored (all funds in millions)	\$689.3	\$715.3	\$759.0
% of departments that do <u>not</u> overspend	100%	100%	100%
% compliance with City adopted debt policies	100%	100%	100%

## FY 2014 Proposed Expenditures by Activity



# Office of Management and Budget

## Activity Level Summary Information

### Expenditure Summary

Expenditure By Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Budget Development and Presentation	\$642,384	\$597,873	\$661,136	10.6%
Budget Implementation & Monitoring	237,059	367,457	434,778	18.3%
Management Improvements & Long Range Financial Analysis	131,827	87,862	166,543	89.6%
<b>Total Expenditures</b>	<b>\$1,011,270</b>	<b>\$1,053,192</b>	<b>\$1,262,457</b>	<b>19.9%</b>

### Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Budget Development and Presentation	6.5	5.5	5.8	5.5%
Budget Implementation & Monitoring	3.0	3.7	4.0	8.1%
Management Improvements & Long Range Financial Analysis	1.5	0.8	1.2	50.0%
<b>Total Authorized Positions (FTE's) by Activity</b>	<b>11.0</b>	<b>10.0</b>	<b>11.0</b>	<b>10.0%</b>

### Office of Management and Budget Programs and Activities

#### Budget and Management Services

Budget Development & Presentation  
Budget Implementation & Monitoring  
Management Improvements

### Dept Info

#### Department Contact Info

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<http://alexandriava.gov/budget/>

#### Department Head

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# Office of Management and Budget

## Budget and Management Services Program

The goal of the Budget and Management Services program is to develop and maintain a strategy for city staff, the City Manager, City Council, and the public that is structurally balanced over the long term and continuously improves the City's ability to manage resources effectively and efficiently.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Total Expenditures	\$1,011,270	\$1,053,192	\$1,262,457
Less Revenues	0	0	0
Net General Fund Expenditures	\$1,011,270	\$1,053,192	\$1,262,457

### Activity Data

<b>BUDGET DEVELOPMENT &amp; PRESENTATION</b> – The goal of Budget Development & Presentation is to prepare a budget for the City Manager and Council that clearly explains how the budget accomplishes effective and efficient operation of the City and aligns with the strategic plan, presents the City's budget to Council and the community in a manner that supports informed Council budget deliberations and community participation, and ensures long range financial sustainability.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$642,384	\$597,873	\$661,136
FTE's	6.5	5.5	5.8
# of activities for which budgets are developed	400	400	404
# of activities per FTE	36	40	37
Budget Memoranda	89	100	100
% of GFOA budget document standards rated proficient or better	98%	100%	100%
% of GFOA budget document standards rated outstanding	12%	50%	50%

<b>BUDGET IMPLEMENTATION &amp; MONITORING</b> – The goal of Budget Implementation & Monitoring is to regularly review revenues and expenditures throughout the fiscal year on behalf of the City Manager in order to ensure that established procedures are followed, expenditures do not exceed appropriations and compliance with debt policy guidelines.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$237,059	\$367,457	\$434,778
FTE's	3.0	3.7	4.0
\$ monitored (all funds in millions)	\$689.3	\$715.3	\$759.0
\$ million monitored per FTE	\$62.7	\$71.2	\$69.0
% of departments that do not overspend	100%	100%	100%
% compliance with City adopted debt policies in last fiscal year	100%	100%	100%

<b>MANAGEMENT IMPROVEMENTS AND LONG RANGE FINANCIAL ANALYSIS</b> – The goal of Management Improvements is to coordinate with various internal and external groups, develop new processes and plans to improve City management and better align budgetary outcomes to the City's strategic plan, and report on the progress of these and similar efforts to the City Manager.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$131,827	\$87,862	\$166,543
FTE's	1.5	0.8	1.2

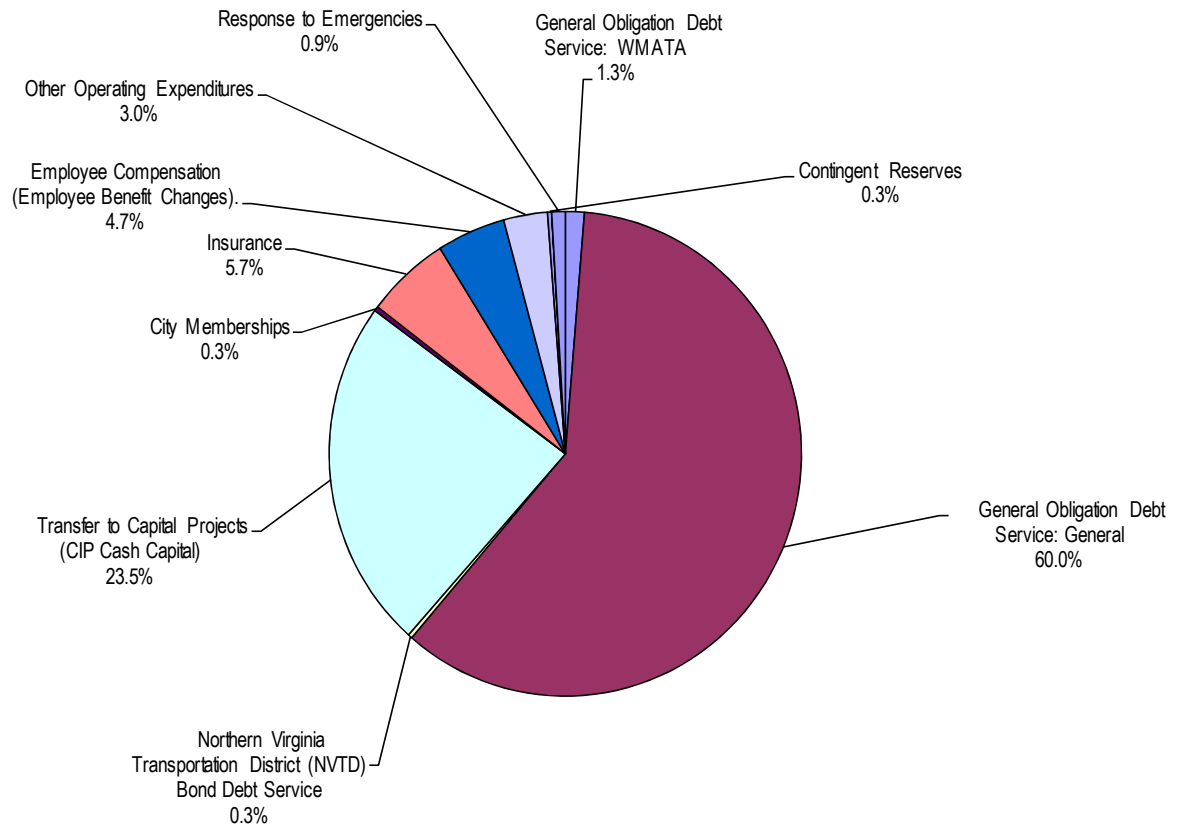
## Non-Departmental

**Purpose Statement:** The purpose of the Non-Departmental Budget is to put into one central place all of those expenditures that support the City that cannot otherwise easily be categorized by Department. These expenditures include debt service, cash capital (pay-as-you-go capital project funding), contingent reserves, insurance costs including claims paid where the City is self-insured, City memberships, other miscellaneous operating costs, centrally paid fringe benefits and projected changes in pay or benefits that were estimated too late to include in individual departmental budgets.

	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
<b>Expenditures</b>			
CIP Related Expenses			
General Obligation Debt Service: WMATA	903,335	1,048,013	1,176,208
General Obligation Debt Service: General	42,313,887	47,210,231	54,603,725
Northern Virginia Transportation District (NVTD) Bond Debt Service	256,070	256,070	256,070
Transfer to Capital Projects (CIP Cash Capital)	9,709,629	6,955,483	21,398,514
City Memberships	284,961	280,774	289,071
Insurance	4,842,534	4,469,155	5,200,170
Employee Compensation (Employee Benefit Changes).	2,081,127	3,552,367	4,270,400
Other Operating Expenditures	2,420,977	2,217,904	2,730,391
Contingent Reserves	0	484,983	270,000
Other Post Employment Benefit (OPEB) Obligations	3,000,000	0	0
Response to Emergencies	4,029,249	836,127	836,127
<b>Total All Funds Non-Departmental Expenditures</b>	<b>69,841,769</b>	<b>67,311,107</b>	<b>91,030,676</b>
<b>Revenues</b>			
Special Revenue Fund	1,417,615	1,000,000	1,000,000
<b>Total Revenues</b>	<b>1,417,615</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Total General Fund Expenditures</b>	<b>68,424,154</b>	<b>66,311,107</b>	<b>90,030,676</b>

# Non-Departmental

**FY 2014 Proposed Non-Departmental Expenditures**



# Non-Departmental

## Non-Departmental Expenditures

	FY 2012 <u>Actual</u>	FY 2013 <u>Approved</u>	FY 2014 <u>Proposed</u>
<u>General Obligation Debt Service: WMATA</u>	\$903,335	\$1,048,013	\$1,176,208
<u>General Obligation Bond Debt Service: City and Schools</u>	\$42,313,887	\$47,210,231	\$54,603,725
<u>Northern Virginia Transportation District (NVTB) Bond Debt Service</u>	\$256,070	\$256,070	\$256,070
<b>Subtotal Debt Service*</b>	<b>\$43,473,292</b>	<b>\$48,514,314</b>	<b>\$56,036,003</b>

### Debt Service:

•Total debt service costs are budgeted to increase by \$7.5 million, or 15.5 percent. Included in the \$56.0 million in total budgeted debt service is \$1.2 million for debt service related to the City's issuance of lower cost debt in June 2010 instead of a WMATA debt issuance; \$54.6 million for General Obligation Debt Service; and \$0.26 million for Northern Virginia Transportation District Debt Service. The City has utilized bond proceeds in prior fiscal years at historically low interest rates for the new Alexandria Police Department (APD) facility, the Fire Station 210 (Eisenhower)/Impound Lot project, and the new Alexandria City Public Schools (ACPS) Jefferson Houston K-8 facility.

•Detailed information related to the City's various debt issuances, including the principal and interest payment schedule, is included in the Summary Funding Tables of the Capital Improvement Program. The primary drivers of the \$7.5 million increase in FY 2014, include:

- \$3.0 million for planned for FY 2014 debt;
- \$4.4 million for increases associated with prior year debt issuances; and
- \$0.1 million related to the WMATA debt issuance of June 2010.

\* An additional \$1.0 million in debt service is budgeted as part of the Transportation Improvement Program (TIP) in the Department of Transportation and Environmental Services and in the Fire Department for debt associated with the FY 2013 purchase of Fire apparatus.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Transfer to Capital Projects (CIP Cash Capital)	\$9,709,629	\$6,955,483	\$21,398,514

### Transfer to Capital Projects (CIP Cash Capital):

•The budgeted cash capital transfer from the General Fund to the Capital Projects Fund is increasing by \$14,443,031, or 207.6 %, from FY 2013 to FY 2014. The cash capital transfer includes the additional three cents on the real estate tax rate for capital projects.

•The overall cash allocation to the CIP from all sources for FY 2014 is planned at \$52.16 million or 66.9%, of the FY 2014 CIP.

•The Proposed FY 2014 capital budget will be financed through a combination of General Obligation Bond proceeds, the appropriation of fund balance monies from prior years designated for capital projects and sewer fee revenues from the Sanitary Sewer Fund, bond interest earnings, Transportation Improvement Program (TIP) funding from the reserved 2.2 cents on the real estate tax, additional cash capital for transportation, and General Obligation bonds backed by TIP revenues. The percent of the Approved CIP in FY 2014 to be financed by General Obligation bonds is 33.1%.

•It is important to note that while full budget authority was granted for the Alexandria City Public Schools (ACPS) new Jefferson-Houston K-8 facility in FY 2013, General Obligation (GO) Bonds for the project are issued on a cash flow basis and the debt to fund the project will actually be issued in July 2013 to coincide with the cash flow needs.

FY 2014 Funding Sources	\$ in millions	% of Total
Cash Capital (G.F. Revenue) <sup>1</sup>	\$21.40	27.4%
General Fund Balance	\$2.17	2.8%
Bond Interest Earning	\$0.30	0.4%
General Obligation Bond Premiums (Cash)	\$2.61	3.4%
Sanitary Sewer Fees	\$1.62	2.1%
Stormwater Management Dedicated Tax	\$1.09	1.4%
Dev. Contributions & Dedicated Taxes (Potomac Yard)	\$1.98	2.5%
Transportation Improvement Program Cash (2.2 cents and Cash Capital)	\$5.62	7.2%
Other Sources	\$3.16	4.1%
Comcast Revenues for IT Infrastructure	\$1.05	1.4%
Non-City Sources	\$11.16	14.3%
<b>Subtotal City Cash and Other Resources</b>	<b>\$52.16</b>	<b>66.9%</b>
<b>General Obligation Bonds (Sanitary Sewers)</b>	<b>\$0.43</b>	<b>0.6%</b>
<b>General Obligation Bonds (Stormwater Mgmt)</b>	<b>\$1.00</b>	<b>1.3%</b>
<b>General Obligation Bonds (Transportation Improvement Program)</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>Other General Obligation Bonds</b>	<b>\$24.37</b>	<b>31.3%</b>
<b>Subtotal General Obligation Bonds<sup>2</sup></b>	<b>\$25.80</b>	<b>33.1%</b>
<b>Total, All Funding Sources</b>	<b>\$77.96</b>	<b>100.0%</b>

<sup>1</sup> Cash Capital includes the additional 3 cents on the tax rate which would be applied to additional capital projects.

<sup>2</sup> \$25.8 million represents the amount of General Obligation Bonds needed for FY 2014 projects. Additionally, \$30.0 million will be borrowed to complete funding for Jefferson-Houston K-8, and \$8.0 million borrowed to replace General Obligations Bonds used to purchase fire vehicles and apparatus in FY 2013. The total General Obligation Bond issue planned for FY 2014 is estimated at \$63.8 million.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2012 <u>Actual</u>	FY 2013 <u>Approved</u>	FY 2014 <u>Proposed</u>
<u>City Memberships</u>	\$284,961	\$280,774	\$289,071

### City Memberships:

The proposed budget for City memberships increases by \$8,297, or 3.0 percent. These membership fees are based on population estimates for each of the jurisdictions in the organization. As the population estimate increases, so does the City's membership fee. The \$8,297 total increase is attributable to increases in memberships for Metropolitan Washington Council of Governments, from \$116,731 to \$121,427 (\$4,696, or 4.0 percent increase); an increase in the membership for Northern Virginia Regional Commission, from \$74,182 to \$76,036 (\$1,854, or 2.5 percent increase); and, an increase in the membership for Virginia Municipal League, from \$35,686 to \$37,474 (\$1,788, or 5% increase); offset by a minor decrease in the membership for Northern Virginia Transportation Commission, from \$32,259 to \$32,218 (\$41, or 0.1% decrease). The allocation from the NVTC is based on the City's proportional share of state revenues received compared to other member jurisdictions. The City memberships for the Conference of Mayors (\$12,242) and National League of Cities (\$9,764) remained the same as FY 2013.

	FY 2012 <u>Actual</u>	FY 2013 <u>Approved</u>	FY 2014 <u>Proposed</u>
<u>Insurance</u>	\$4,842,534	\$4,469,155	\$5,200,170

### Insurance:

In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of workers' compensation claims, claims adjustments, the current cost of health insurance for City retirees, and insurance policies held by the City. The total insurance budget is increasing \$731,015, or 16.4 percent. Increases are based on actual spending in prior years and projected premium cost increases. The most significant of these are an increase of \$79,000 for property insurance to accommodate the new Alexandria Police Department facility; \$38,000 for life insurance premiums for retirees; \$102,000 for increased premium costs related to workers compensation; and an increase of \$500,000 for workers compensation claims to reflect actual expenditure trends. No increase in the maximum \$260 a month (\$3,120 per year) retiree health insurance subsidy is planned for FY 2014.



## Non-Departmental

### Non-Departmental Expenditures, continued

	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
<u>Contingent Reserves</u>	\$0	\$484,983	\$270,000

#### **Contingent Reserves:**

In FY 2014, there is \$270,000 proposed in City Council Contingent Reserves. The FY 2013 Approved amount was designated for specific purposes and has been reallocated as appropriate in FY 2014 to reflect ongoing costs.

Included in the \$484,983 amount of FY 2013 Contingent Reserves was \$425,000 to address Fire overtime issues. Through the AlexStat data analysis process this year, it was determined that the Fire overtime budget was insufficient and these funds were moved to the base Fire Department personnel budget. The remaining funds were designated for Sunday Meals on Wheels for seniors (\$39,983) and \$20,000 for community outreach and public process technology upgrades. In October 2012, City Council authorized the allocation of \$39,983 to the Department of Community and Human Services (DCHS) for implementation of the Sunday Meals on Wheels for Seniors activity. In FY 2014, the full year cost of this initiative has been budgeted in DCHS in the amount of \$53,311. At this point in FY 2013, there has been no appropriation of the community outreach funds. As a result, the FY 2014 Contingent Reserves includes \$20,000 in the event the proposed utilization of these funds requires ongoing funding in FY 2014.

In total, the City Council Contingent Reserves includes \$250,000 of undesignated resources, and \$20,000 of resources previously designated for community outreach for a total Contingent Reserve of \$270,000 in FY 2014.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Other Post Employment Benefit (OPEB) Obligations	\$3,000,000	\$0	\$0

### Other Post Employment Benefit (OPEB) Obligations:

•Under the new accounting standards for other post employment benefits (OPEB), State and local governments across the nation are confronted with the challenge of providing funding to meet the long-term cost of obligations made for post employment health care costs and life insurance. It is estimated that the City and Schools unfunded liability for these costs total \$80.0 million. Meeting the challenge of funding this liability will assist the City in maintaining its AAA/Aaa bond ratings during a time in which lenders are looking far more carefully at “risks” before lending money to municipal governments. This budget provides \$2.4 million in funding in FY 2014 for obligations for future benefits to City employees after retirement. In prior years, the funds were budgeted here in the Non-Departmental account. In FY 2014, these funds were allocated to departmental budgets. The funds will be appropriated to the OPEB trust fund and supplemented by a transfer of \$0.2 million from fund balance to help pay estimated FY 2014 costs. Another \$4.2 million in other cash sources provide a total of \$6.8 million or 99% of the annual required contribution. This funding represents the sixth year in a multi-year plan to gradually increase the annual funding to \$7.3 million per year to address the total City unfunded liability by amortizing that unfunded liability over time. This long-term liability is approximately one-third comprised of retiree life insurance benefits, which were reduced for new employees by eliminating post-retirement life insurance benefits. This portion of the liability should shrink over time.

### CASH FLOW PROJECTIONS

Other Post Employment Benefits Plan for Funding									
	2013	2014	2015	2016	2017	2018	2019		
Reimbursement	\$ 3.2	\$ 3.3	\$ 3.3	\$ 3.3	\$ 3.3	\$ 3.3	\$ 3.3		
Life Insurance	\$ 0.8	\$ 0.9	\$ 0.9	\$ 0.9	\$ 0.9	\$ 0.9	\$ 0.9		
Total Cash Flow	\$ 4.0	\$ 4.2	\$ 4.2	\$ 4.2	\$ 4.2	\$ 4.2	\$ 4.2		
<b>Current General Fund</b>	<b>\$ 2.1</b>	<b>\$ 2.4</b>	<b>\$ 2.7</b>	<b>\$ 2.8</b>	<b>\$ 2.9</b>	<b>\$ 3.0</b>	<b>\$ 3.1</b>		
Fund Balance Draw Down	\$ 0.7	\$ 0.2	\$ -	\$ -	\$ -	\$ -	\$ -		
Total Annual Contributions (All Sources)	\$ 6.8	\$ 6.8	\$ 6.9	\$ 7.0	\$ 7.1	\$ 7.2	\$ 7.3		
<b>Required Contributions</b>	<b>\$ 6.9</b>	<b>\$ 6.9</b>	<b>\$ 6.9</b>	<b>\$ 7.0</b>	<b>\$ 7.1</b>	<b>\$ 7.2</b>	<b>\$ 7.3</b>		
Investible Funds	\$ 2.8	\$ 2.6	\$ 2.7	\$ 2.8	\$ 2.9	\$ 3.0	\$ 3.1		
<b>Ending Fund Balance</b>	<b>\$ 22.3</b>	<b>\$ 26.7</b>	<b>\$ 31.6</b>	<b>\$ 36.8</b>	<b>\$ 42.4</b>	<b>\$ 49.4</b>	<b>\$ 51.9</b>		
% of Annual Required Contribution Funded	99%	99%	100%	100%	100%	100%	100%		
% of Annual Required Contribution Funded by Current General Fund Sources	88%	96%	100%	100%	100%	100%	100%		

## Non-Departmental

### Non-Departmental Expenditures, continued

	FY 2012 <u>Actual</u>	FY 2013 <u>Approved</u>	FY 2014 <u>Proposed</u>
<u>Response to Emergencies*</u>	\$4,029,249	\$836,127	\$836,127

\* FY 2012 actual expenditures represent emergency responses to flooding, a hurricane, an earthquake and an emergency medical service accident that occurred during FY 2012.

City snow and ice management budgets were consolidated beginning in FY 2012 in the Non-Departmental section of the Operating Budget. A centralized accounting of these activities allows for quicker monitoring and reporting of costs as well as remove the unpredictable burden of random snow and ice events from Departmental budgets. Ideally, other service levels in departments should not be reduced because of a particularly bad (i.e. expensive) snow season or other event. This method would contain cost overruns (or potentially cost savings) outside Departmental budgets so they can be handled in a macro-City manner. As these costs are verified, staff will request that funds be transferred back from Non-Departmental to the appropriate Department, thus giving City Council an accurate picture of the costs of these operations at the time of the transfer resolution. This centrally appropriated amount of \$836,127 will be supplemented by \$0.5 million assigned for snow and other emergencies in the City's fund balance. This is in recognition that weather patterns have become more volatile with global climate change increasing the level of moisture in the air and thereby creating more severe weather.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
<u>Employee Compensation and other Personnel Adjustments</u>			
Line of Duty Benefit Costs	\$230,000	\$0	\$0
Pension (Public Safety - Closed Deferred Benefit system)	\$1,701,200	\$1,700,000	\$1,700,000
Employee Compensation (Employee Benefit Changes).	\$0	\$900,000	\$2,392,000
Additional Fire overtime	\$0	\$465,000	\$0
Office of Project Implementation	\$0	\$308,967	\$0
Tuition Assistance	\$149,927	\$178,400	\$178,400
<b>Total Employee Compensation and other Personnel Adjustments</b>	<b>\$2,081,127</b>	<b>\$3,552,367</b>	<b>\$4,270,400</b>

### Employee Compensation and other Personnel Adjustments

- Funding for these various operating expenses is increasing \$718,033, or 20.2 percent.
- Significant impacts in this category are:
  - Line of Duty Benefit costs have been allocated by department according to the number of eligible positions. In total, the FY 2014 budget includes approximately \$1.2 million toward this liability, an increase of \$0.6 million compared to FY 2013.
  - \$465,000 in overtime expenses were transferred from Non-Departmental to be appropriately budgeted in the Fire Department to provide sufficient resources based on staffing analysis.
  - \$308,967 approved in FY 2013 to create an Office of Project Implementation to facilitate the implementation of high priority capital projects is not included in Non-Departmental in FY 2014. The funds have been appropriated directly to the new Office.
  - A number of different initiatives are currently budgeted in Employee Compensation in Non-Departmental totaling \$2,392,000. They will be distributed by position by department for the Approved Budget and reflected accurately by Department in the Appropriation Ordinance adopted by City Council in June. Specific compensation adjustments include:
    - \$4,000,000 is budgeted for merit increases and one-time top of grade bonuses for employees
    - \$900,000 to develop additional career ladders as needed in departments that were not addressed in FY 2013.
    - (\$305,000) to reflect the elimination of the sick leave bonus. This will be reduced from departmental budgets based on the average amount of sick leave bonus paid to their employees in the past three years.
    - (\$632,000) to reflect the employee contribution for members of the Police/Fire Pension increasing by 2%. This will result in a City savings of approximately \$632,000. This amount will be reduced from departmental budgets with employees in this Pension Plan as part of the Approved budget.
    - (\$1,571,000) will be reduced from City department budgets to reflect both plan design changes and a reduction in the premium rate for the Kaiser Permanente Plan.

# Non-Departmental

## Non-Departmental Expenditures, continued

	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
<b>Other Operating Expenses</b>			
Public Safety Radio System	\$429,906	\$419,577	\$434,577
Efficiency/Best Practices Studies	\$45,500	\$0	\$0
City Shop Fuel	\$0	\$0	\$572,022
Summer Interns	\$0	\$0	\$75,000
Waste-To-Energy Plant Property Taxes	\$933,211	\$290,000	\$290,000
Citizen Academy (Including Police Citizen Academy)	\$2,239	\$4,300	\$4,300
City-Wide Telecommunications	\$9,484	\$0	\$0
Targeted Recruitment	\$124,262	\$0	\$0
Other Expenditures	\$876,375	\$504,027	\$354,492
<b>Total Other General Fund Operating Expenditures</b>	<b>\$2,420,977</b>	<b>\$1,217,904</b>	<b>\$1,730,391</b>
Allowance for Special Revenue Fund Grants and Donations	\$0	\$1,000,000	\$1,000,000
<b>Total Other All Funds Operating Expenditures</b>	<b>\$2,420,977</b>	<b>\$2,217,904</b>	<b>\$2,730,391</b>

### Other Operating Expenses:

- Funding for these various operating expenses is increasing by \$512,487, or 23.1 percent.
- Significant impacts in this category are:
  - The public safety radio system budget increased by \$15,000, to replace air conditioning units where the equipment is housed.
  - The City's fuel budget was reviewed through an AlexStat data analysis effort and it was determined based on current usage, as well as increased costs per gallon, that the fuel budget needs to be increased. In FY 2014, the rate for unleaded fuel is \$2.95 per gallon and the rate for diesel fuel is \$3.17. In FY 2013, the City budgeted fuel at a rate of \$2.00 per gallon and did not differentiate for the two types of fuel.
  - \$75,000 has been added to expand the City's utilization of interns in FY 2014.
  - Other expenditures are declining in FY 2014 to reflect the reduction of approximately \$135,000 of funds set aside for affordable housing debt. \$1.6 million in debt was issued in July 2012 for James Bland and the subsequent debt service of \$135,000 is now included in Debt Service, described at the beginning of this section.

# Real Estate Assessments

**Mission Statement:** The mission of Real Estate Assessments is to fairly and equitably assess all taxable real property, to educate the public about the assessment process, and to provide superior customer service to property owners.

Expenditure By Classification	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Personnel	\$1,436,007	\$1,480,148	\$1,599,490	8.1%
Non-Personnel	155,521	213,740	243,740	14.0%
Capital Goods Outlay	\$0	\$0	\$0	0.0%
<b>Total Expenditures</b>	<b>\$1,591,528</b>	<b>\$1,693,888</b>	<b>\$1,843,230</b>	<b>8.8%</b>
<b>Funding Sources</b>				
Internal Services	\$0	\$0	\$0	0.0%
Special Revenue Funds	\$0	\$0	\$0	0.0%
<b>Total Designated Funding Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net General Fund Expenditures</b>	<b>\$1,591,528</b>	<b>\$1,693,888</b>	<b>\$1,843,230</b>	<b>8.8%</b>
<b>Total Department FTE's</b>	<b>15.0</b>	<b>14.0</b>	<b>15.0</b>	<b>7.1%</b>

## Highlights

- In FY 2014 the General Fund budget increases by \$149,342 or 8.8%.
- FY 2014 personnel costs increases by \$119,342, or 8.1%. The increase is partially due to the addition of one Appraiser position (\$66,498) in FY 2014. The position is expected to generate approximately \$120,000 in additional revenue from supplemental property assessments. The remaining increase is the result of a position reclassification, increased benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. This is the second year of a phased approach to bring the employee share to 5%.
- FY 2014 non-personnel costs increases by \$30,000, or 14.0%. The increase is due the transfer of the annual cost for the Annual Capitalization Rate study, which was previously paid for by the City Attorney's Office.

# Real Estate Assessments

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Real Estate Services	\$1,591,528	\$1,693,888	\$1,843,230	8.8%
<b>Total</b>	<b>\$1,591,528</b>	<b>\$1,693,888</b>	<b>\$1,843,230</b>	<b>8.8%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	% Change 2013-2014
Real Estate Services	15.0	14.0	15.0	7.1%
<b>Total</b>	<b>15.0</b>	<b>14.0</b>	<b>15.0</b>	<b>7.1%</b>

### Real Estate Assessments Programs and Activities

**Real Estate Assessment**  
 Property Record Management  
 Assessment Appeals  
 Property Valuation

### Dept Info

#### Department Contact Info

703.746.4646  
[www.alexandriava.gov/realestate](http://www.alexandriava.gov/realestate)

#### Department Head

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#### Department Staff

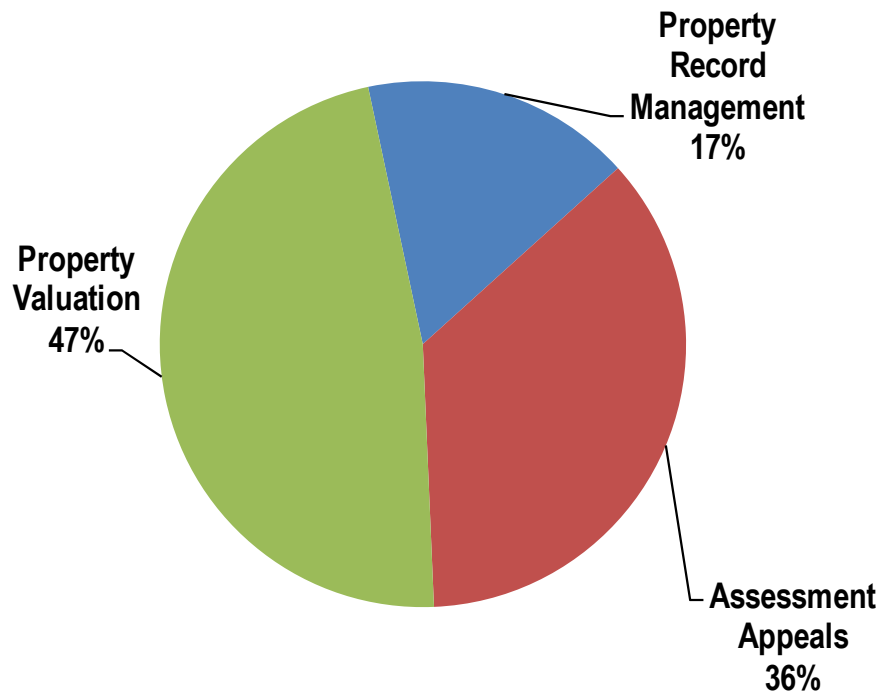
Eileen Oviatt, Management Analyst

# Real Estate Assessments

## Selected Performance Measures

Selected Performance Measures	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% of deeds and transfers entered within 30 days	100%	100%	100%
% change in value due to BOE adjustments compared to tax base	0.0%	0.1%	0.1%
% of tax adjustments submitted to Treasury within 14 days	100%	100%	100%

## FY 2014 Proposed Expenditures by Activity





# Real Estate Assessments

The goal of the Real Estate Assessments program is to efficiently grow and manage the City's tax base in a manner that minimizes assessment challenges, maximizes transparency, and increases the public's understanding of the process.

Program Totals	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
% of All Funds Budget	100.0%	100.0%	100.0%
Total Expenditures	\$1,591,528	\$1,693,888	\$1,843,230
Less Revenues	0	0	0
Net General Fund Expenditures	\$1,591,528	\$1,693,888	\$1,843,230
Program Outcomes			

## Activity Data

PROPERTY RECORD MANAGEMENT – The goal of Property Record Management is to maintain current and up to date information on property ownership and sales to ensure the correct property is assessed accurately.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$198,631	\$232,856	\$306,879
FTE's***	2.1	2.1	2.6
% of deeds and transfers entered within 30 days	100%	100%	100%
# of parcel transfers*	3,765	3,500	3,750
% of tax adjustments submitted to Treasury within 14 days	100%	100%	100%

\*Data for FY 2012, FY 2013, and FY 2014 are based on calendar year data for 2011, 2012, and 2013

\*\*\*FTE change reflects the addition of the Appraiser FTE and the reallocation of the CAMA Specialist to better reflect actual workload

ASSESSMENT APPEALS – The goal of Assessment Appeals is to expeditiously resolve all departmental Request for Review prior to the June 1 deadline for tax payers to file an Assessment Appeal with the Board of Equalization. The goal at the Appeal stage is to vigorously defend the assessments. We hope to reduce the number of Appeals by encouraging property owners to resolve valuation disputes at the departmental Review stage.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$611,744	\$691,443	\$663,839
FTE's***	5.9	5.8	5.5
Number of Reviews	388	300	350
Number of Appeals	142	200	200
% change in value due to BOE adjustments compared to tax base	0.0%	0.1%	0.1%

\*\*\*FTE change reflects the addition of the Appraiser FTE and the reallocation of the CAMA Specialist to better reflect actual workload

PROPERTY VALUATION – The goal of Property Valuation is to assess all real property within the boundaries of the City of Alexandria at 100% of fair market value as of January 1 in a uniform and equitable manner to ensure accurate taxation of real property.	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures	\$781,153	\$769,589	\$872,512
FTE's***	7.0	6.2	6.9
\$ change in annual assessments*	\$535,639,425	\$850,000,000	\$850,000,000
Parcels per employee**	6,035	3,205	5,029
\$ of Assessed Value per employee**	\$5,334,707,123	\$2,353,877,798	\$4,445,589,269

\*Data for FY 2012, FY 2013, and FY 2014 are based on calendar year data for 2011, 2012, and 2013

\*\*FY 2014 Proposed number is based on the addition of one Appraiser position

\*\*\*FTE change reflects the addition of the Appraiser FTE and the reallocation of the CAMA Specialist to better reflect actual workload

# Real Estate Assessments

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTEs	FY 2014 Proposed
Property Valuation	<i>Annual Capitalization Rate Study</i>	0.0	\$30,000
An independent capitalization study rate for use in the valuation of commercial office buildings and multifamily apartment projects located in the City. The overall expense of the study is minimized through a cost sharing agreement with Fairfax and Arlington counties. This study was formally paid for by the City Attorney's Office, however, in FY14 they shifted the cost back to the Department of Real Estate Assessments.			

### Supplemental Funding

Activity	Adjustment	FTE	FY 2014 Proposed
Property Valuation	<i>Appraiser</i>	1.0	\$66,498
The addition of one Appraiser position should enable the department to generate additional revenue from commercial and residential property assessments.			